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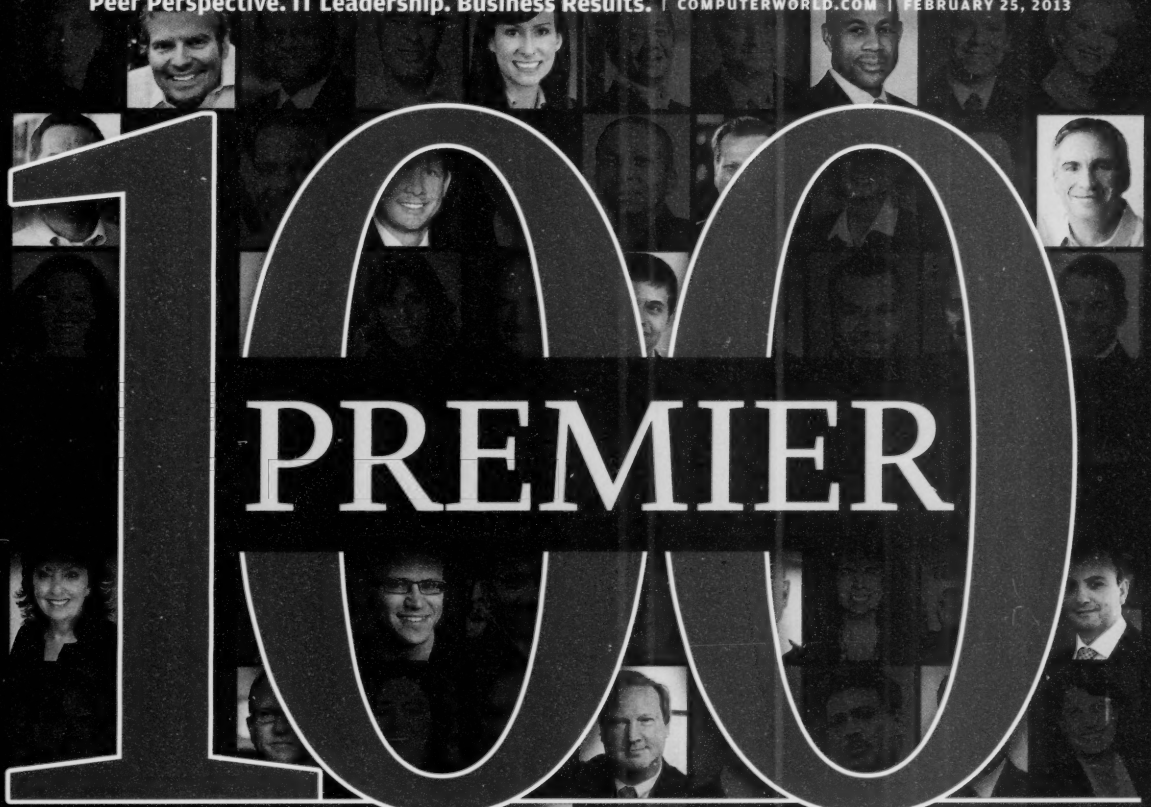

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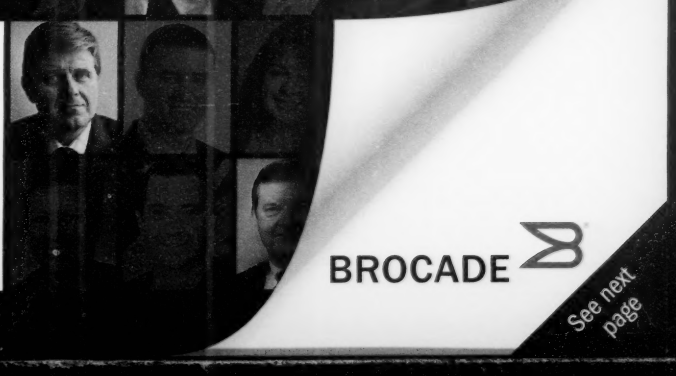

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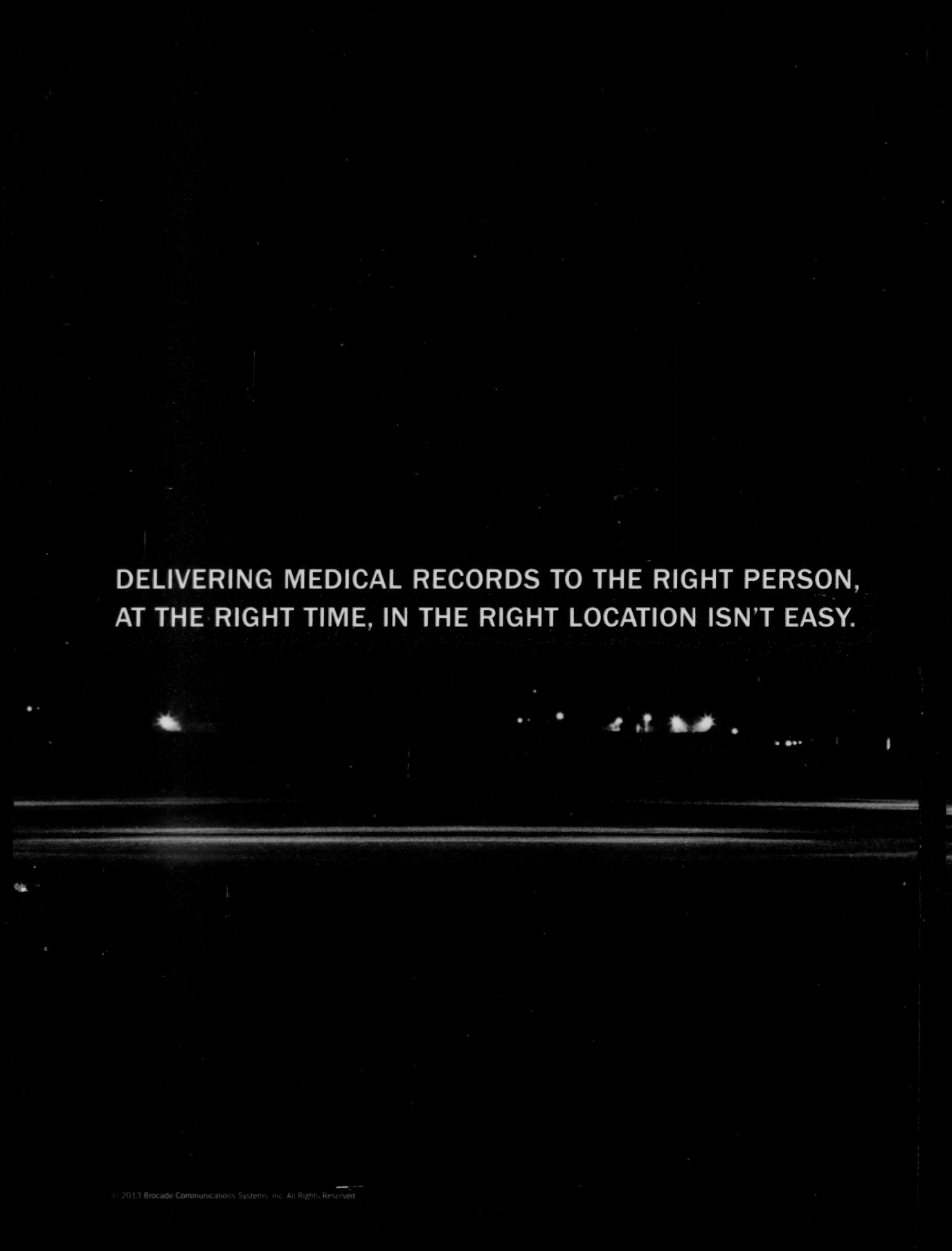

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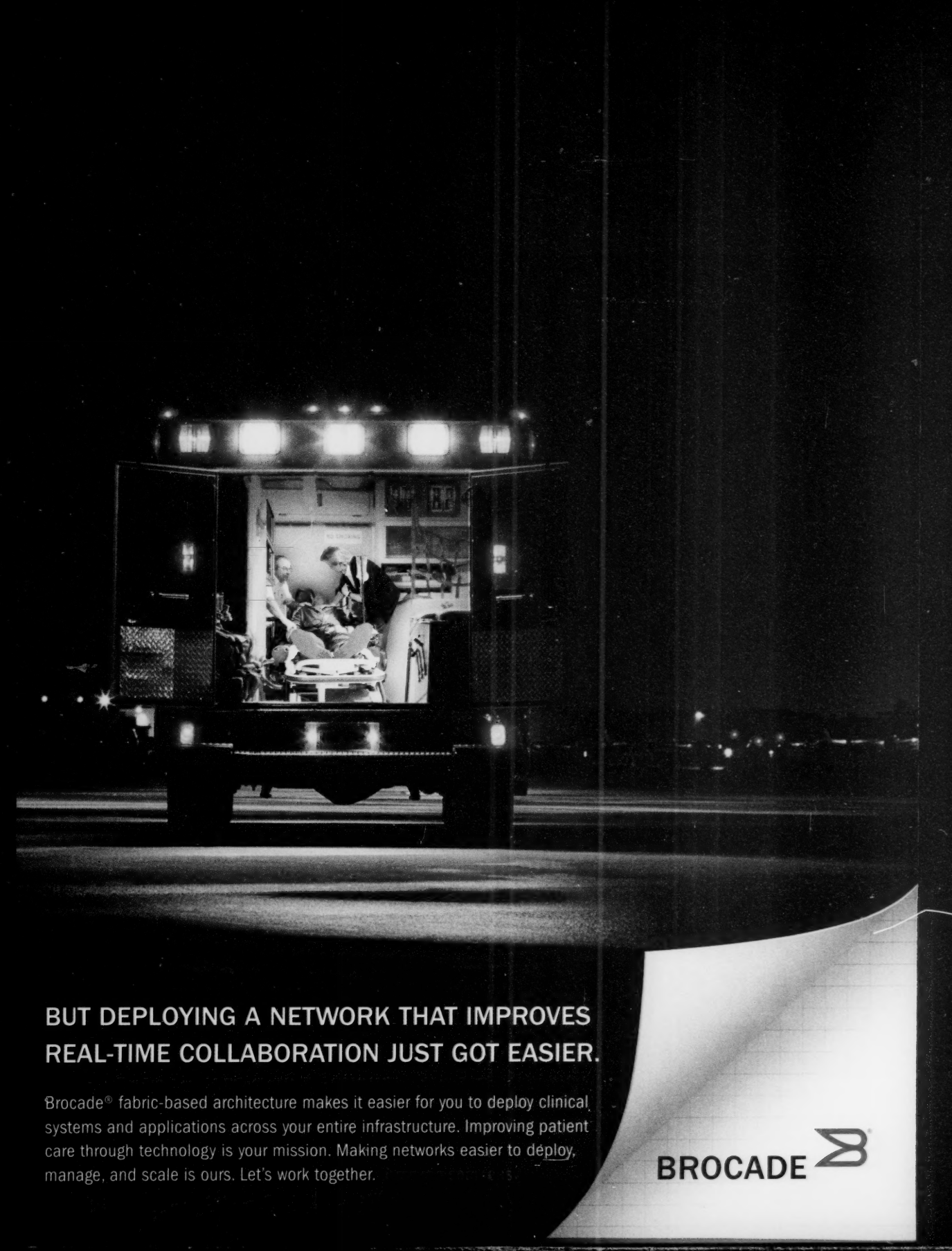

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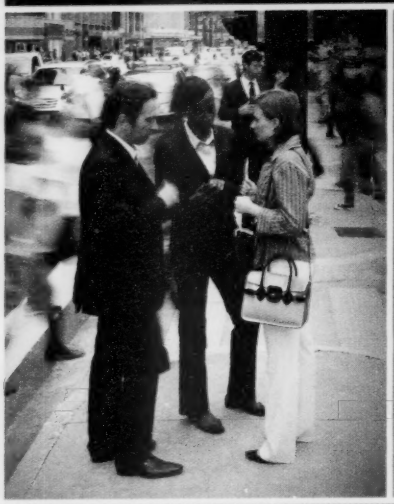

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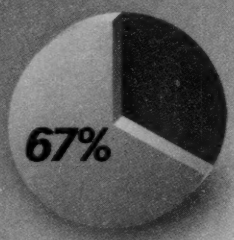

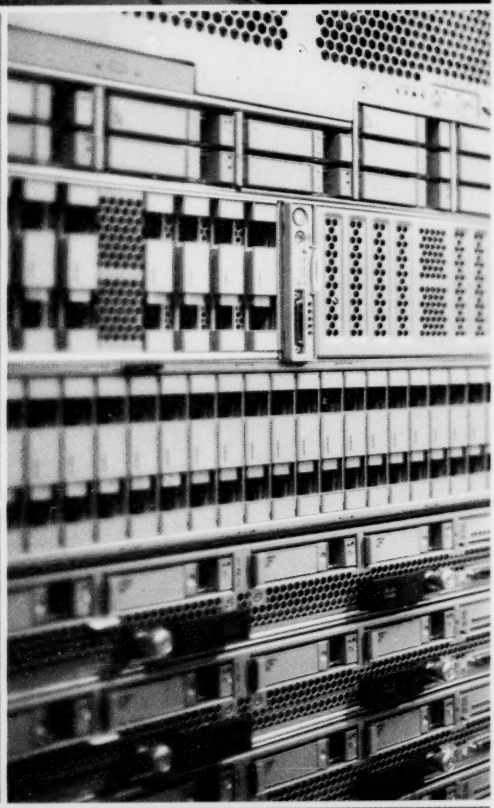

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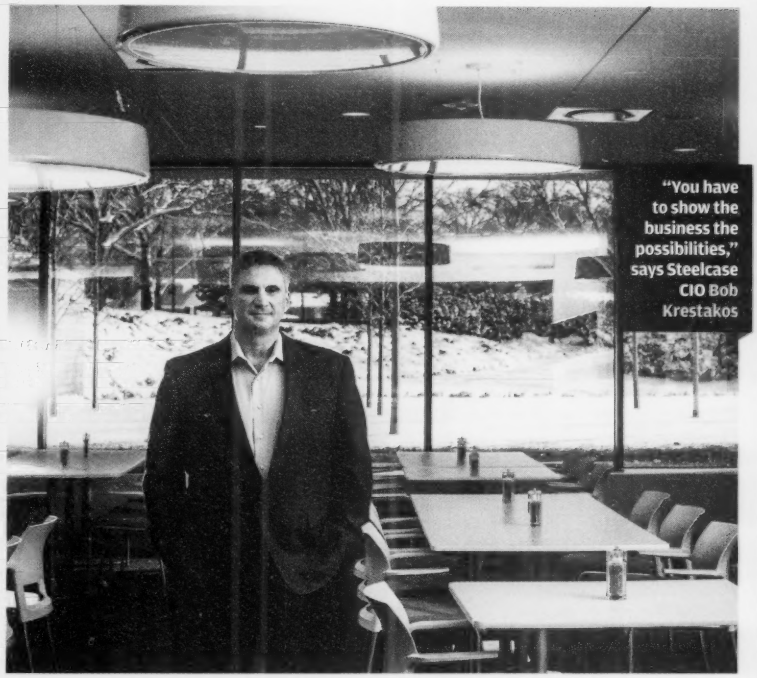

"You have to show the business the possibilities," says Steelcase CIO Bob Krestakos

PREMIER 100 IT LEADERS 2013

14TH ANNUAL AWARDS

For today's IT executives, it's not enough to move the business forward with potent technology and ROI-rich projects. **The new imperative is to capture a competitive lead with all due speed.** These 100 elite men and women are up to the challenge. **Coverage begins on page 15.**

PREMIER 100 PRIORITIES | 18
Facts and figures about The honorees' 2013 budgets, purchasing plans and projects.
THE HONOREES | 24
Profiles of this year's Premier 100 IT Leaders.
OPINION | 64
Scot Finnie says our Premier 100 honorees have excelled as IT leaders because they've mastered a whole new set of rules.

ONLINE: Visit **computerworld.com/13/p100** to learn more about the program and check out online-only features. | **Class of 2013 Yearbook:** A photo gallery of the honorees. | **Honor Roll:** Alumni from 2000 to 2013. | **Sign up to network with the best:** Register to attend this year's Premier 100 IT Leaders Conference, March 3-5, in Tucson, Ariz.

HEADS UP | 4 The PGA goes mobile, using **rugged handhelds** to keep score. | MIT fosters **human-robot cooperation.** | **6** IBM wants to run **mobile and social apps** on mainframes. | Obama touts an IBM-backed **tech education** plan.

NEWS ANALYSIS | 8 Dell vows to focus on the **enterprise** after it goes private. | **10 Offshore outsourcers** are the largest H-1B users.
OPINIONS | 12 Bart Perkins has tips for an IT restructuring that's savvy, not silly.

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JOE VAUGHN PHOTOGRAPHY

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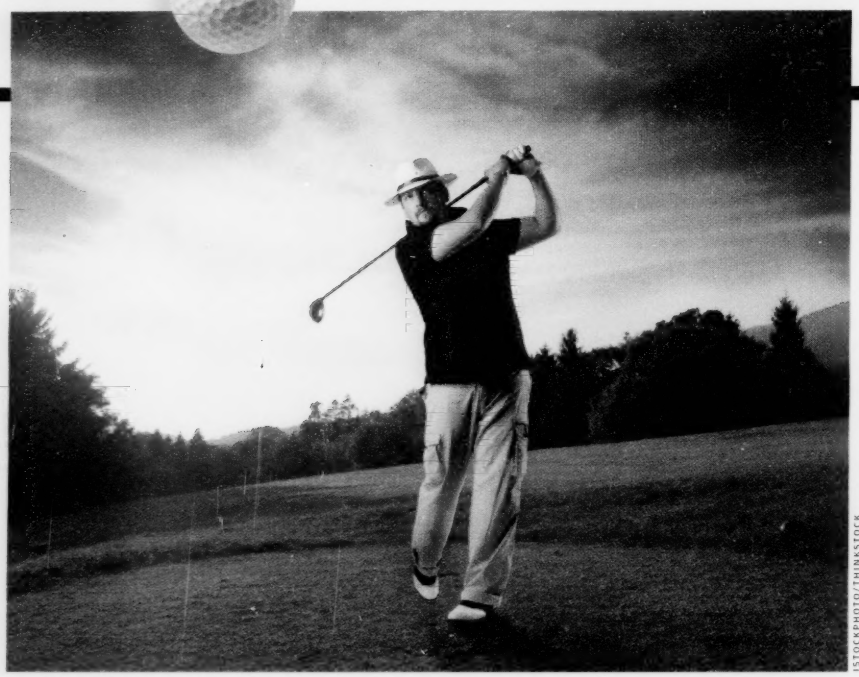
Heads Up



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MOBILE DEVICES

PGA Deploys Ruggedized Handhelds

HOPING TO cut costs and improve efficiency, the PGA of America will use a slew of rugged handheld devices for tournament scoring and other tasks during its 2013 season.

The association of professional golfers, made up of 27,000 golf pros, decided in 2011 to purchase Intermec CN50 handhelds for real-time scoring. Since then, the group has also rented Intermec CK71 rugged handhelds, which have gun-like grips, and uses them primarily to scan tickets, cutting down the time that golf fans have to stand in line.

The PGA said it expects use of the devices will enable it to save $3 million by 2016, partly by writing its own data capture software.

Volunteers use the CN50s to keep score as they follow players throughout matches, according to Lou Manz, the PGA's director of IT. "The apps on the device have to be absolutely user-friendly," he said, because some volunteers may have very rudimentary tech skills.

Other considerations, he said, include ensuring that scoring can be done quickly and accurately and that updates can be passed along quickly to news outlets. The devices also have to be able to function in "drizzle, the pouring rain and the baking sun," Manz said.

Before each tournament, around 50 volunteers are trained in a two-hour class that includes a three-hole practice round. Some savvy handheld users need only a 20-minute session.

Previously, the PGA paid a third-party company more than $120,000 per tournament to tabulate scores and collect other data.

– Matt Hamblen

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AUTOMATION

MIT Aims to Give Robot-Human Synergy a Boost

With robots increasingly being used on factory floors and elsewhere, researchers are looking for ways to help humans work better with their electromechanical counterparts.

Scientists at MIT say the answer is cross-training: Humans and robots should switch jobs to learn how they affect each other's work.

"People aren't robots – they don't do things the same way every single time," said Julie Shah, head of MIT's Interactive Robotics Group, in a statement. So there's a "mismatch between the way we program robots to perform tasks in exactly the same way each time and what we need them to do" if they are going to work with people.

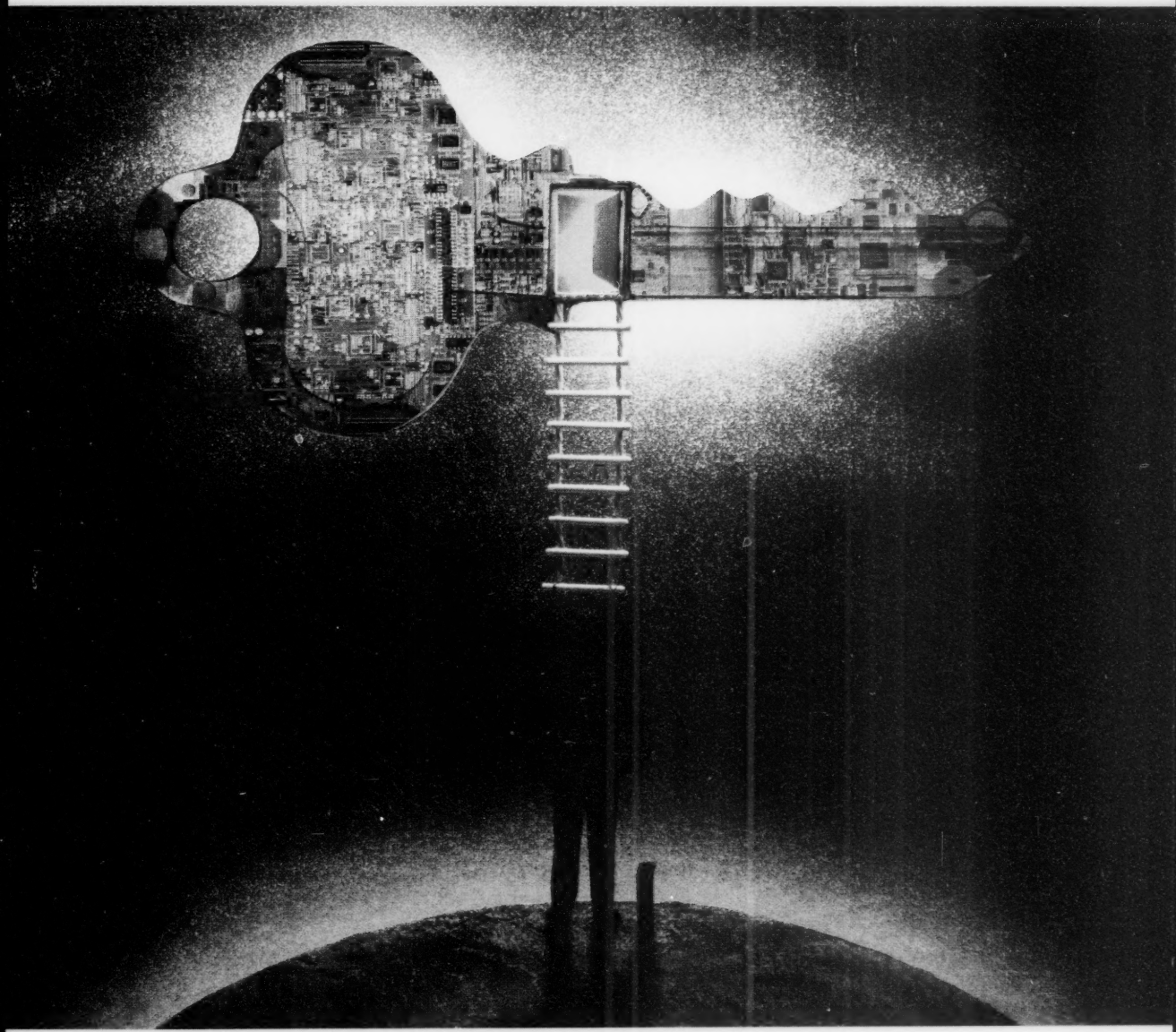
A lot of work has been done on the safety issues that must be addressed when robots and people work together. But, Shah said, more research needs to be done to make robots smart and flexible enough to work more effectively with humans.

To advance research in that area, Shah and MIT doctoral candidate Stefanos Nikolaidis built an algorithm to allow robots to learn from people, so humans could show the robots how they want their jobs done.

After the cross-training, MIT reported, humans and robots worked together in teams 71% more efficiently and the time that people spent waiting for robots to complete tasks dropped by 41%.

– SHARON GAUDIN

How InterSystems invented an application platform that includes the key to rapid development.



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BETWEEN THE LINES
By John Klossner

DATA CENTER

IBM Eyes Mobile, Social Apps on Mainframe

IBM IS LOOKING for ways to bring mobile and social workloads onto mainframes as a way of keeping the expensive machines competitive in today's changing IT landscape.

This isn't the first time the company has tried to find new uses for mainframes. In the past, it has added chips to support specialty workloads such as Java and Linux applications. It has also enabled users to manage Power and x86 servers from mainframe consoles and introduced smaller "business-class" mainframes to attract new customers.

The next steps IBM is considering include making it easier for customers to run mobile and social networking applications on mainframes, said Doug Balog, general manager of IBM's System z mainframe business.

Such an approach would, for example, benefit banks that want to offer mobile apps but still want the power and resilience of a mainframe behind those apps, said Balog.

IBM is still figuring out the best way to do those kinds of things, but one possibility is to bring more of the company's WebSphere server software over to the System z. Another is to provide services and tools for porting social and mobile apps to the mainframe.

However, providing mobile access to mainframe data could present a problem, said IDC analyst Jean Bozman. "It's a platform that you want to be highly secure," she said.

In the near term, Balog sees "operational analytics" — analyzing data in real time — as a big driver of mainframe usage. Among other things, that could improve fraud detection or help companies identify upselling opportunities by, for example, analyzing the past behavior of customers who make purchases.

In the last quarter, the launch of IBM's EC12 system pushed the company's mainframe sales up 56%. However, IBM had seen declines in mainframe sales in the previous six quarters. Averaged out, Balog said, mainframe sales have had "three years of compound growth."

– James Niccolai, IDG News Service

Micro Burst

Spending on BI software is expected to hit

$17.1 billion

as IT strives to master big data analytics.

SOURCE: GARTNER

IT INDUSTRY

Obama Touts IBM-backed Tech Ed. Plan

In his recent State of the Union address, President Barack Obama had some nice things to say about tech vendors, specifically drawing attention to Apple, IBM and Intel.

The president praised Apple for its plan to begin "making Macs in America again," and Intel for its $5 billion chip plant in Arizona.

But of the vendor initiatives that he mentioned, the most revolutionary may be an IBM-backed program that aims to make IT professionals out of high school students. Called P-Tech and based in Brooklyn, N.Y., it's a high school-community college combo. Its principal, Rashid Davis, said he was "surprised and happy" about the high-profile shout-out.

But, Davis said, the point the president made didn't apply to P -Tech alone. "The high school diploma is no longer enough," he said, stressing that people need higher levels of education to support families.

In his speech, Obama noted that countries like Germany "focus on graduating their high school students with the equivalent of a technical degree from one of our community colleges."

That's what P-Tech does. Its 227 students can concurrently pursue high school diplomas and associate's degrees in IT disciplines.

– PATRICK THIBODEAU

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Dell Offers Glimpse Of Post-Buyout Life

Company executives insist that Dell will redouble its enterprise efforts as analysts predict a possible end to its consumer business. By Patrick Thibodeau

THERE ARE still many unknowns about how going private will affect Dell and its customers, but company executives insist that the computer vendor will continue to pursue its latest enterprise strategy no matter what.

Earlier this month, Dell founder Michael Dell teamed up with investment firm Silver Lake on a plan to buy the world's third-largest PC maker from shareholders for about $24.4 billion. With some shareholders voicing opposition to the offer, the terms of the leveraged buyout could change but analysts nonetheless expect the deal to close.

In recent years, Dell has been trying to transform itself from a low-margin PC vendor to an enterprise IT systems provider offering servers, storage, networking, software and services. Since 2007, Dell has acquired 25 companies to beef up its enterprise product portfolio, but it has so far had trouble bundling its new assets into a cohesive product strategy.

The company's enterprise strategy will not change, said Dell spokesman Jess Blackburn. "By becoming a private company, we can more effectively proceed executing that strategy," he said.

Some analysts say that once the deal is approved, Dell could move to hasten the downsizing or elimination of its consumer business.

As a privately held company, Dell could make such changes without facing the wrath and impatience of shareholders each quarter.

Hewlett-Packard indirectly validated Dell's enterprise plan by calling attention to it after the deal was announced. In a statement, HP warned Dell users that "leveraged buyouts tend to leave existing customers and innovation at the curb."

One Dell user who won't be waiting at the curb for HP is Tom Glaser, vice president of IT at Howard Community College in Columbia, Md.

The college, with some 13,000 students, has a major investment in Dell products, which have "proven to provide quality and reliability," Glaser said. He expects Dell to provide the same strong customer service levels after the buyout.

"Good business and customer partnerships are earned over time, so their competitors would need to do more than just pick us up at the curb," Glaser said.

Dell has been working to win enterprise customers like Glaser in recent years. Two years ago, it held its first of several large user conferences to provide forums for Michael Dell to show how the company is integrating its hardware with new services and software.

So far, Dell's strategy appears to be succeeding. The enterprise services and software business now generates more than one-third of Dell's revenue and more than 50% of its gross margin, David Mehok, executive director of investor relations, said last month.

Dell's strategy is also apparent in its recent acquisitions.

It bought thin client maker Wyse last year and is now set to launch a flash-drive-like computing device with multiple uses. It also bought Clerity Solutions, a provider of products and services for mainframe migrations, and security tools vendor SonicWall, among other companies.

The new ownership structure may leave some people uncertain about the company's direction, but Dell customer Clemson University has grown accustomed to Dell being in transition, said CIO James Bottum.

"Dell is in transition, and the transition has been going on for some time," he said. "We like Dell. We feel we got a good partnership and feel they are very adaptable — I'm not afraid to bet on them." ◆ **Gregg Keizer** *and IDG News Service reporters* **Agam Shah** *and* **Marc Ferranti** *contributed to this story.*

> "We feel we got a good partnership and feel they are very **adaptable** – I'm not afraid to bet on them."
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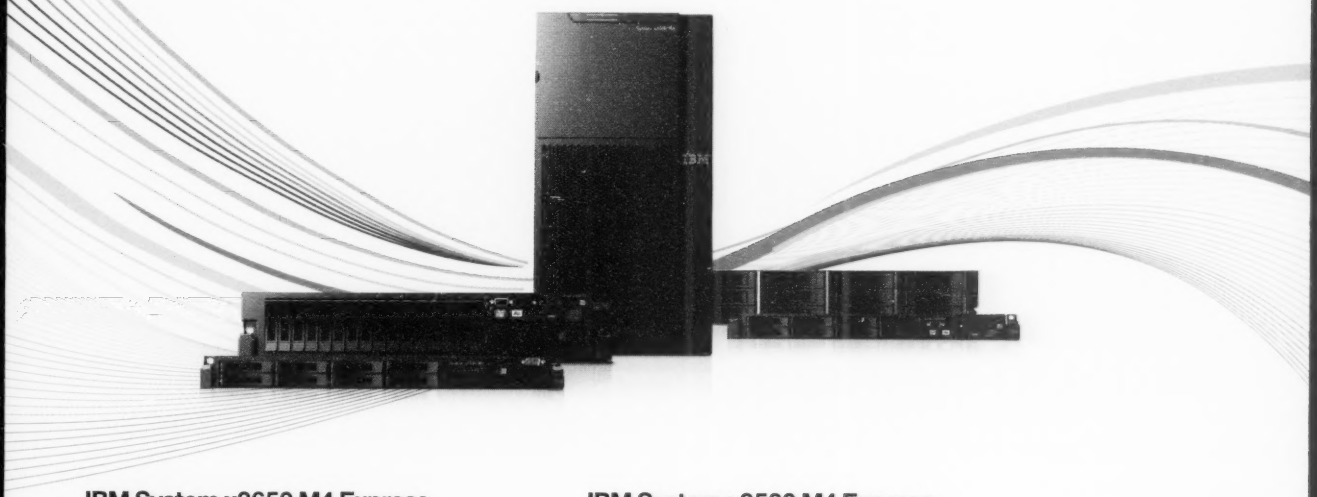

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NEWS ANALYSIS

Top H-1B Users Are Offshore Outsourcers

A Computerworld analysis of the latest U.S. government data on users of H-1B visas shows accelerating demand from offshore outsourcers. By Patrick Thibodeau and Sharon Machlis

THE BIGGEST USERS of H-1B visas are offshore outsourcers, many based in India, or U.S.-based companies whose employees are mostly located overseas, according to data obtained and analyzed by *Computerworld*.

The analysis of U.S. Citizenship and Immigration Services (USCIS) data comes as supporters of the skilled-worker visa program are pushing to increase the H-1B cap from 85,000 annually to 300,000 in the face of opposition from critics who contend that such visas undermine career opportunities for American tech workers.

The major beneficiaries of an increase in the H-1B cap would likely be pure offshore outsourcing companies, the analysis found.

"This is just affirmation that H-1B has become the outsourcing visa," said Ron Hira, a public policy professor at the Rochester Institute of Technology who studies tech immigration issues.

That said, the data shows that not all major H-1B users are India-based.

Microsoft, the primary public face in the U.S. for H-1B supporters, is the 11th largest user of H-1B visas. IBM is also a major user, but a significant number of the H-1B visas it is granted go to its India-based unit. Microsoft would not comment on the USCIS data.

According to the 2012 USCIS data, initial H-1B approvals, those for first-time applicants rather than renewals, jumped 35% year over year.

With that big increase — which surprised many analysts — the number of new-use approvals broke the 100,000 mark for the first time. A USCIS spokesman said the agency is confident that its data is accurate.

Some observers who reviewed the numbers speculate that the higher H-1B count may be the result of a shift away from use of the L-1 visa, which is used by companies with offices in the U.S. and abroad to transfer employees.

The somewhat surprising number of approvals for first-time applicants, however, doesn't change the overall H-1B trend.

India-based IT services providers, such as Tata Consultancy Services, Infosys, Wipro, Mahindra Group (which includes Satyam) and Larsen & Toubro, remain among the biggest users, as they are year in and year out.

An increase in the number of available H-1B visas will continue that trend and lead to more offshore outsourcing, according to Hira. "The failure of Congress and the Obama administration to close loopholes in the H-1B program is reducing job opportunities for American high-tech workers and undermining their wages," he said.

Hira contends that the latest H-1B usage data should give pause to lawmakers promoting the Immigration Innovation Act, a bill filed by a bipartisan group of 10 U.S. senators last month. If passed, the bill would immediately raise the H-1B visa cap to 115,000 and then allow it to gradually rise further to 300,000.

"If that bill were to be passed, we'd see a major hemorrhaging of American jobs and it would discourage American kids from studying high-tech fields," Hira said.

The current annual cap of 85,000 H-1B visas incudes exemptions for universities and nonprofit research organizations.

While the companies that vocally support raising the visa cap are typically U.S.-based, the USCIS data shows the largest H-1B visa users are offshore service providers like New Jersey-based Cognizant, which topped the 2012 list with 9,281 visa-holding employees. At the end of 2011, Cognizant employed 137,700 people overall, according to its annual report.

The full 2012 H-1B database, which is searchable by employer, is available online at *http://cwrld.us/H1Bdatabase*. ◆

> This is just affirmation that H-1B has become the **outsourcing visa."**
>
> PUBLIC POLICY PROFESSOR, ROCHESTER INSTITUTE OF TECHNOLOGY

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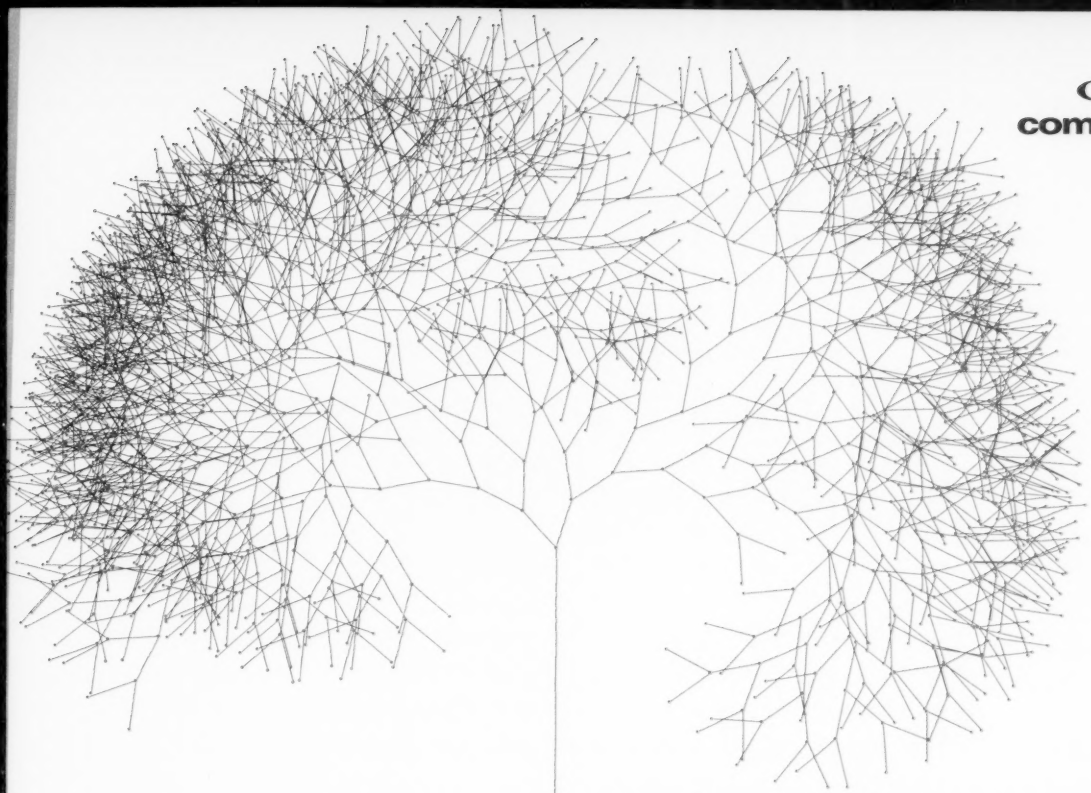

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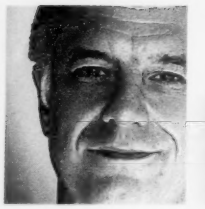

OPINION

BART PERKINS

Will Your Restructuring Be Savvy or Silly?

Restructurings are difficult for everyone, and hemming and hawing just extends the torture.

A COMPLEX UNDERTAKING like restructuring an IT organization requires delicate handling. Approaches range from savvy to silly, and within the past year, I've seen efforts at either end of the spectrum, at two large enterprises with long-serving CIOs.

At the savvy end, the IT leadership team developed the plan, with only limited help from a small team of consultants hired to test assumptions, offer industry perspective and debate the merits of various organizational models. The plan was developed in just two months and announced a week later. It included layoffs, but the organization mourned briefly, then returned to work.

Far sillier was what happened at the second enterprise. There, the CIO delegated much of the planning to a large team of consultants, who analyzed nearly every aspect of IT before recommending a major outsourcing effort. Executives and IT management had almost no opportunity to contribute to or critique the plan. Early on, the CIO announced that IT would be restructured, declared that no IT jobs were safe and informed employees that they would need to re-interview for jobs. But the planning continued for almost a year. In the meantime, productivity plunged, morale tanked and critical staffers left the company.

To ensure that any restructuring efforts you undertake are more savvy than silly, you should carefully consider the following factors:

- **Purpose.** The goals and objectives must be clearly defined and communicated. Fuzzy objectives lead to failure.
- **Input.** The IT leadership team has valuable organizational knowledge and can offer constructive suggestions. Yes, the industry perspective and expertise that consultants can bring are important, but managers know the players and personalities, things that are crucial in any restructuring.
- **Team selection.** Because managers are familiar with the strengths and weaknesses of the staff, they know who will be most useful on the new team. Requiring current staffers to re-interview will make them feel that their contributions are unrecognized, unappreciated and unwanted. Highly valued employees who are being retained should be given that news (or told of new job responsibilities) as soon as the new organization is announced.
- **Time frame.** News of a reorganization leads to employees imagining the worst, and that can cause emotional turmoil and severely diminish productivity. The highest anxiety occurs when employees know about an upcoming restructuring but have no details. The time between announcing and executing a restructuring should be as short as possible — ideally all on the same day.
- **Announcement.** Be clear. Be concise. Be human. Restructurings are difficult for everyone, and hemming and hawing just extends the torture. Terminations should be the first order of business. The biggest roadblock to success and a return to productivity is the uncertainty that a restructuring's announcement carries. And the biggest concern that employees will have is whether they will have a place in the new setup.
- **Moving ahead.** Outplacement services should be offered at some other location. It helps no one to remind either retained staffers or fired workers about the darkest aspect of the restructuring.

Restructurings are becoming common in today's business world. Don't make them worse than they need to be. Evaluate your organization's approach on the savvy-to-silly spectrum, then restructure your restructuring as needed. ◆

Bart Perkins is managing partner at Louisville, Ky.-based Leverage Partners, which helps organizations invest well in IT. Contact him at BartPerkins@LeveragePartners.com.

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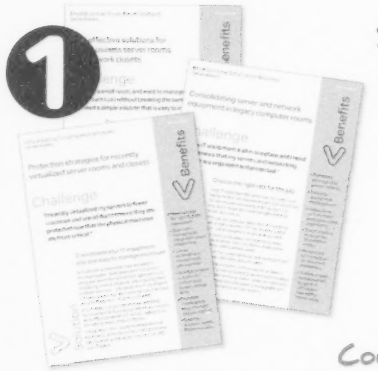

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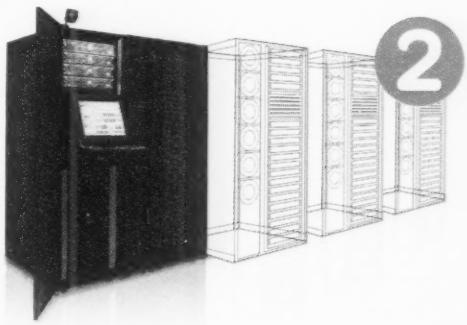

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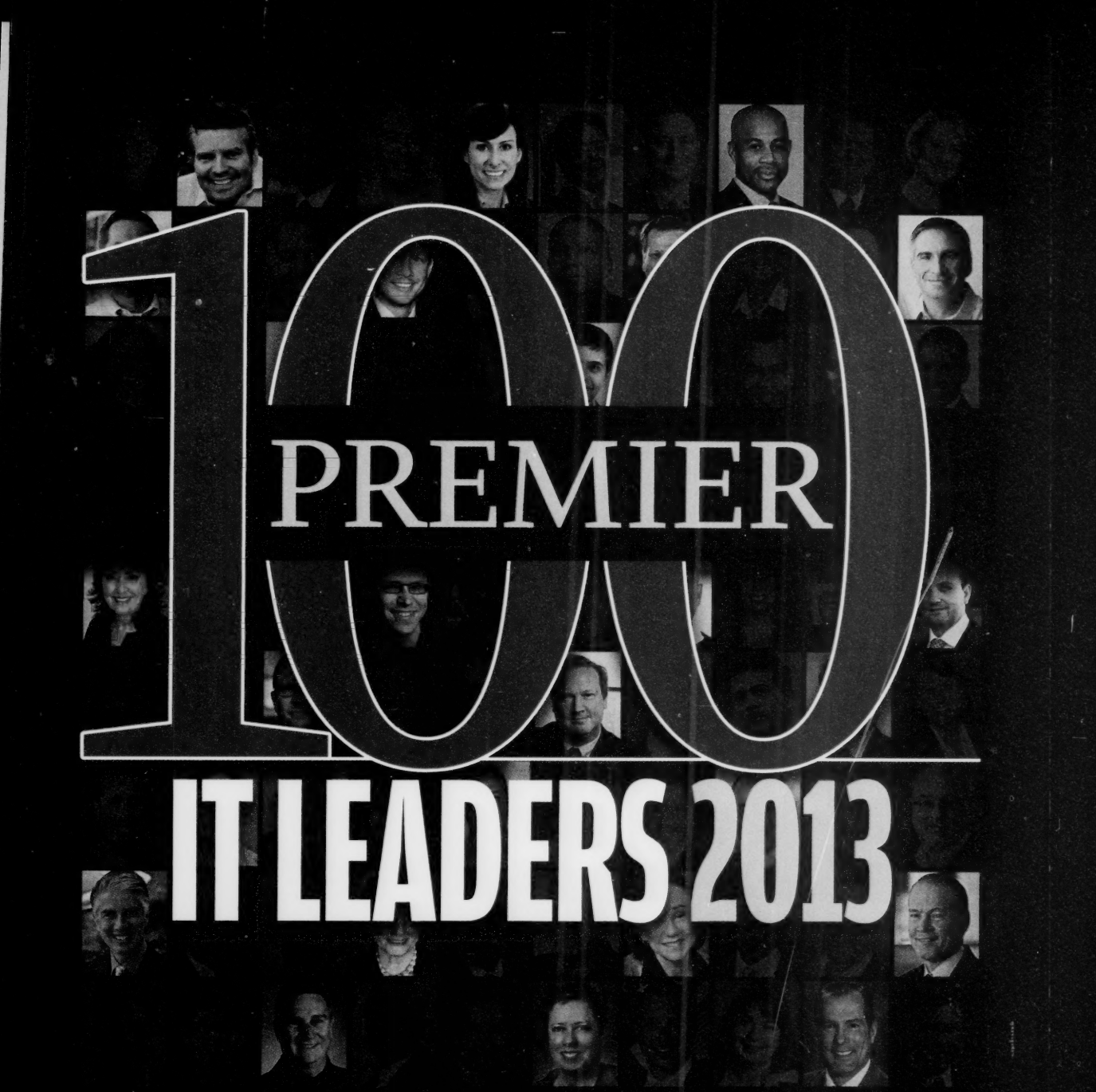


PREMIER 100 IT LEADERS 2013

14TH ANNUAL AWARDS

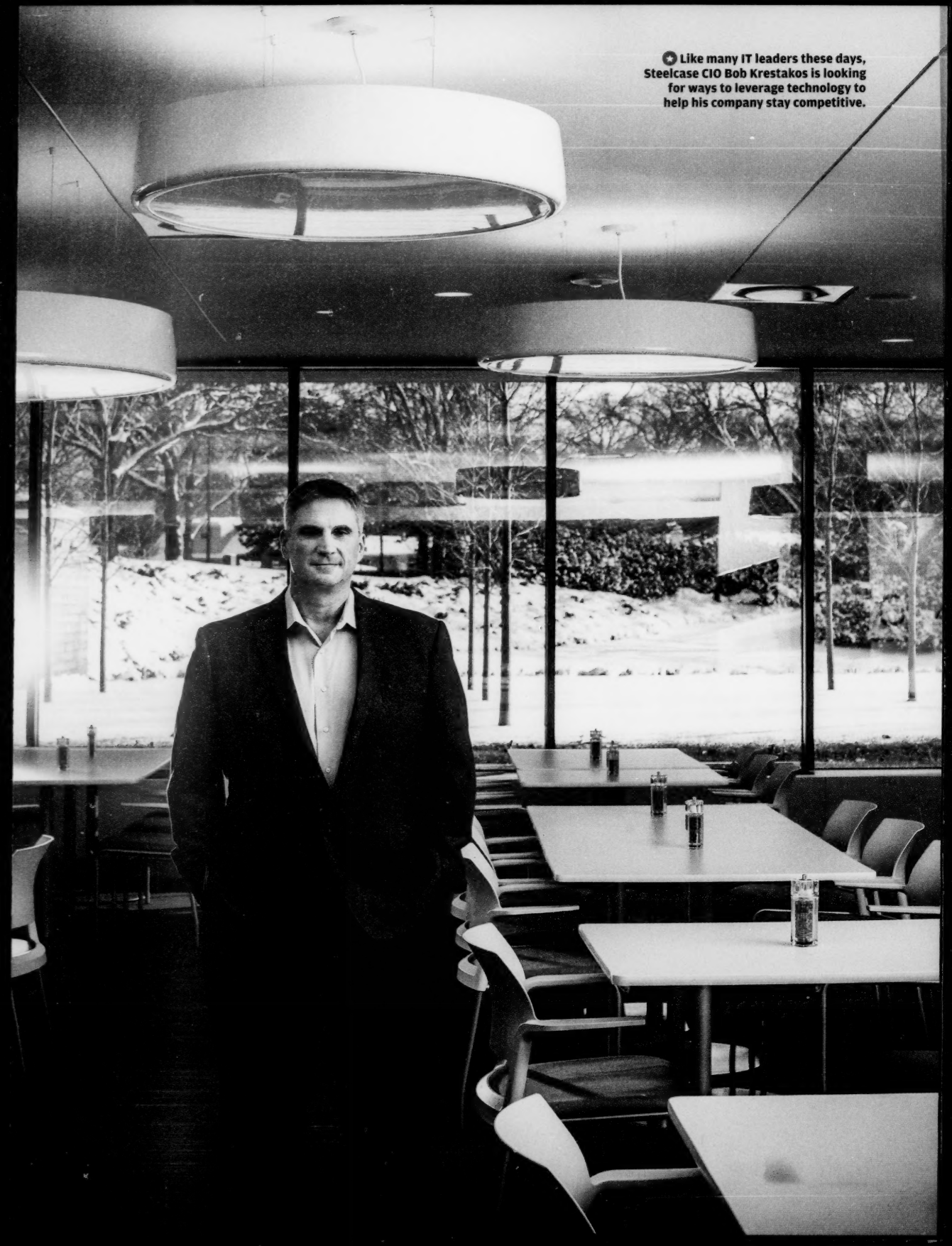
For today's IT executives, it's not enough to move the business forward with potent technology and ROI-rich projects. The new imperative is to capture a competitive lead with all due speed. **These 100 elite men and women are up to the challenge.** *Here's how this year's honorees are generating revenue from IT and delivering business value — fast.*

Visit **computerworld.com/13/p100** for more coverage of IT leadership, including:

The Premier 100 Honor Roll: A sortable list of all Premier 100 IT Leader honorees from 2000 to 2013.

The IT Leaders Revitalization Guide: Read the best of *Computerworld*'s management and career articles.

A call for nominations: Do you know an exceptional IT leader? Nominate that person for next year's awards.



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PREMIER 100
IT LEADERS 2013

ON THE FAST TRACK

The new business imperative is to capture a competitive lead with all due speed. **Here's how this year's honorees are generating revenue from IT and delivering business value — fast.** **BY JULIA KING**

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14TH ANNUAL AWARDS

"You have to show the business the possibilities," says Steelcase CIO Bob Krestakos, who with another colleague holds the patent for the HD video technology. "One of the big insights IT was able to bring [to product development] is the power of video in sharing data and collaboration."

Show — don't tell — the business how to capture a competitive lead: That's the mantra of today's IT leaders, who increasingly are making their mark by devising new products and services that generate revenue and set their companies apart from the competition.

JOE VAUGHN PHOTOGRAPHY

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At $8 billion W.W. Grainger, CIO Tim Ferrarell's team is the driving force behind cost-cutting inventory management processes and services that the Lake Forest, Ill., industrial supply giant first used internally and is now selling to customers as an application.

Over the years, Grainger's catalog, which contains more than 900,000 products, has grown to the point that it is no longer easily portable, Ferrarell explains. Now, thanks to inventory management services provided at customer locations and via mobile technology, Grainger can insert itself directly into a customer's purchasing process.

"These technologies are fundamentally changing how we serve customers and how we do our work," Ferrarell says. "We are the first in our industry to offer mobile apps to customers and are rapidly expanding mobile capabilities into new features designed to save customers time and money and to ensure Grainger's offer is accessible real-time and closest to the point of need."

The upshot: Over the past year, mobile traffic to Grainger's site has increased 400%.

At Chicago-based Hyatt Hotels, IT is "the real thought leader" in developing new services that differentiate the hotel chain in what John Prusnick, director of IT innovation and strategy, calls "the sea of sameness" permeating the hospitality industry. One recent innovation: an airport-based check-in service that lets guests bypass the front desk and go directly to their rooms on arrival. The iOS application, which was designed and built by IT, can scan credit cards and encode room keycards at the airport shuttle center.

"Guests became quickly enamored with the experience. They felt like they received VIP treatment," says Prusnick.

If you take a closer look, you'll see that what makes these IT leaders so successful in gaining a competitive edge is a rock-solid foundation in three critical areas: process innovations, talent management and technology investment strategies that carefully balance risks and rewards.

They also share a reverence for speed. Without it, they say, you're just another also-ran.

"Our customers are more tech-savvy, so you can't go anywhere without being fast or you won't be around very long," Grainger's Ferrarell explains. "We take the topic of speed very seriously. We're always finding ways to drive shorter cycle times for projects and better response times for systems."

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Premier 100 **Snapshots**

SOURCE: INFORMATION IN THIS PACKAGE REFLECTS QUESTIONNAIRE DATA COLLECTED IN JULY AND AUGUST 2012

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PARTNERS

The 2013 honorees' top five vendor partners or suppliers:

1	Microsoft
2	Cisco
3	IBM
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PROJECTS

The Premier 100 IT Leaders are making these projects their top five priorities in 2013:

1	Application development, including ERP and CRM
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5	Cloud computing, including public, private and hybrid cloud setups

FROM LIMITED I.T. RESOURCES TO UNLIMITED POTENTIAL.

FOR MIDSIZE BUSINESSES, A REDEFINING MOMENT.

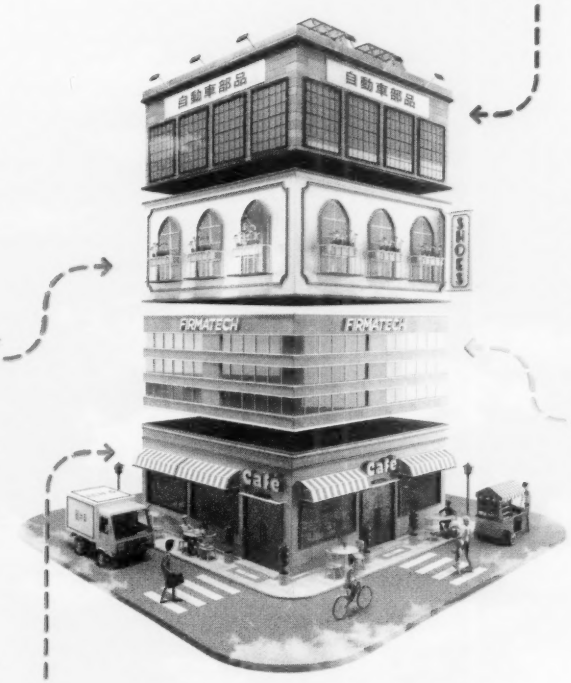
In the past, midsize organizations with big ideas were constrained by limited IT resources. Not anymore. With the arrival of scalable, affordable cloud computing, sophisticated ideas for new products no longer languish. Personalized customer service generates incremental sales. And new, revenue-rich markets are being created every day.

92% *92% of midsize companies say they will invest in the cloud within the next 36 months.**

Scale Flexibly

Reduce Fixed Costs

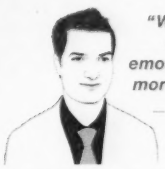
Speed Innovations to Market



What can the cloud do for your midsize business?

It's shaking up industries and providing new opportunities for new players, with many pioneering midsize businesses once again leading the way. Consider: 92% of midsize companies say they will pilot or adopt a cloud solution within the next 36 months.

Progressive companies like LINK Institute, the Swiss consumer research firm with 110 employees, are doing it right now.



"We can assess a consumer's emotive response more accurately."

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Extend Collaboration

REINVENT WITHOUT REINVESTING IN I.T.

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Get started by learning how IBM and its Business Partners are helping midsize businesses reinvent themselves at **ibm.com/engines/cloud**

LET'S BUILD A SMARTER PLANET.

IBM

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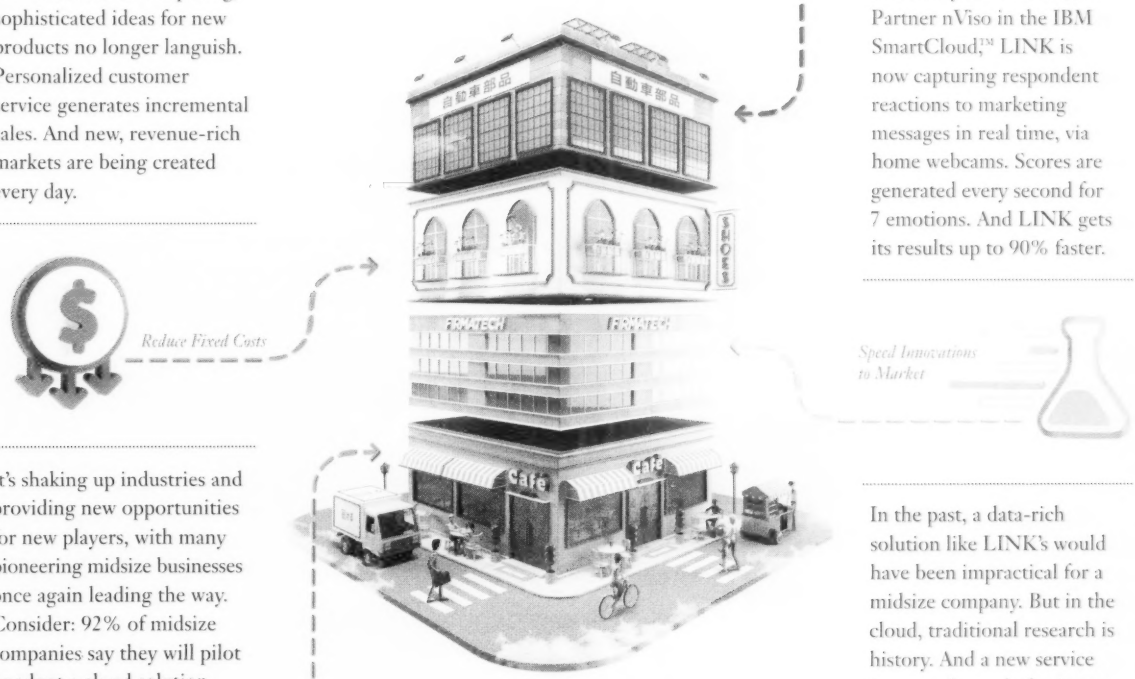

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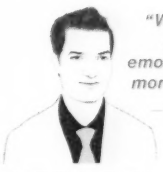

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On the Factory Floor at Steelcase

If IT were in charge of a manufacturing plant, how would things be different? And might they be better?

That's exactly what Steelcase's senior leadership wants to know. To find out, it expanded CIO Bob Krestakos' role to include heading operations at two of its manufacturing plants. Managers at both plants in Grand Rapids, Mich., now report to Krestakos.

"At first, it caused people to really scratch their heads," Krestakos concedes. But it makes perfect sense if the goal is to learn what opportunities there might be to leverage technology in a manufacturing operation. "You get technology people closer and closer to that part of the business," he says.

In his expanded role, Krestakos is closely examining data flows at the plants. "A big part of our organization is around managing data. As product data flows through the life cycle, it's a huge process-oriented task," he explains. "We're looking at how well we understand incoming demand and how we leverage existing technologies. We're looking for new and interesting use cases."

Stay tuned.

– JULIA KING

process. The result: greater speed and productivity.

"In application development, there's this little evil problem called task-switching," Ferrarell explains. "When a developer is managing the relationship with the internal customer, plus building things, plus making sure they start running, they're switching back and forth and can't be very productive." The grid structure was designed to alleviate that, he says.

"One of the concerns of this structure is that if a person is only doing one thing, will the job still be interesting? But we're building in processes that give people the ability to cross-train and move through the structure," he explains.

Grainger is also among the earliest users of SAP software to adopt agile development.

"There aren't a lot of people in SAP shops using agile yet. It's really just starting," he says. But in the name of speed, Grainger has jumped in with both feet and uses agile methodologies in more than 40% of its development work.

Transportation and logistics giant UPS is investing roughly $1 billion a year in IT. The overarching goal is to gain a competitive edge with new product offerings, faster service, safer operations, and proactive problem identification and resolution throughout the entire supply chain.

An industry first for the company is the rollout of a personal supply chain service known as UPS My Choice, which lets consumers set their individual preferences for how they interact with the company.

"You can reroute a package, you can authorize packages for drop-off somewhere else if you're away, you can indicate when you will be home and get alerts on the status of your package," says Juan Perez, vice president of information services for the Atlanta-based company.

"What we've done is take a new approach to managing personal supply chains. Having that level of connectivity with our customers is going to change our business now and in years to come. The integration with consumers is what is enabling revenue growth," he says. In MyChoice's first year, more than 2 million customers signed up for the service, which delivered more than 25 million packages.

A second prime area of tech investment for UPS is data analytics — an effort whose goal is to drive better business processes, Perez says.

Over the past several months, the company has deployed smart scanning technology that works to proactively identify potential errors in loading packages onto trucks. UPS is also making extensive use of sensors and telematics in all of its vehicles.

"We have sensors that capture information about

Premier 100 Snapshots, continued from page 18

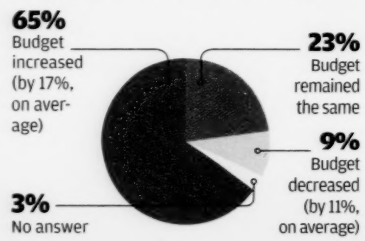
TOTAL IT BUDGETS FOR 2013

Premier 100 IT Leaders manage sizable IT investments, most exceeding $50 million:

What is your organization's total IT budget for the next 12 months?	
$500 million or greater	14%
$250 million to $499.9 million	12%
$100 million to $249.9 million	22%
$50 million to $99.9 million	13%
$3 million to $49.9 million	31%
Less than $3 million	3%
No answer	5%

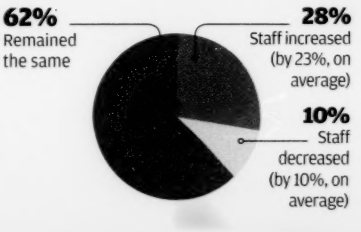
UPTICK IN GROWTH

The percentage of 2013 honorees who said their IT budgets had increased in the previous 12 months (65%) shot up from the percentage of 2012 honorees who reported an increase (48%).



DOWNTURN IN HIRING

The percentage of honorees who said their staffs had expanded in the previous 12 months dropped significantly: 28% of the 2013 honorees added staffers, compared to 43% of the 2012 honorees.



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We applaud Lucille Mayer and Ram Nagappan, Co-Chief Information Officers for Pershing LLC, a BNY Mellon company, who were recognized as Computerworld Premier 100 IT Leaders. Their strategic insight and leadership—and focus on continuous innovation—have helped deliver world-class technology solutions for our customers.

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the vehicle and the driver's behaviors. We marry that information to delivery and acquisition information, and we can get a complete picture of how a driver is completing his work, day in and day out," Perez says. "That has incredible consequences for the way we manage the business across the board."

Horan and her team at IBM also are keenly focused on data analytics, working closely with the company's Data Analytics Center of Excellence to help business people determine what questions they need the data to answer, she says.

The goal, she says, is a perfect marriage of business understanding with analytical methods, which can yield significant revenue. One recent project, which involved optimizing sales coverage in the 170 countries in which IBM operates, yielded a 10% performance improvement in territories where the models were applied.

A Perfect Role for IT

At Johns Hopkins Health System, CIO Stephanie Reel says IT is adept at innovating business processes because it is the only function with full visibility into the entire enterprise. "That's why process and technology innovations go hand in hand," she says.

Last May, Johns Hopkins opened a new 560-bed, all-digital hospital. "It's completely paperless and filmless. It was a rare opportunity for me and my team to get in on the ground floor and build a patient-centered facility focused on science and safety and to blend it with medical education," she says. "The workflows changed dramatically."

Among other things, IT needed to take into account how nurses, physicians and other staff would use various new wireless devices and an all-new communications system. It also considered how patients and patients' families would use technology.

For example, "we worked to understand the fact that the new building would have all private rooms and that the nursing staff would not be confined to sharing small spaces," Reel says.

On the revenue-generation side, Reel, who also serves as CIO for Johns Hopkins University, says there is great potential in international business.

"Johns Hopkins has a large intellectual presence in about 80 countries around the world. We provide consulting services, so we need to provide technology that promotes collaboration," she says. As Johns Hopkins goes through reform on both the healthcare and higher education fronts, "we have to look for new opportunities for revenue generation," Reel says. "Providing online content and online education and telemedicine opportunities are all opportunities possible with a robust IT infrastructure."

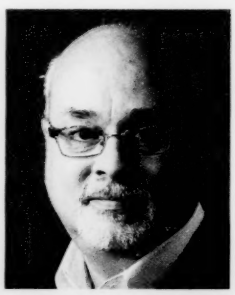
IT's evolving importance in creating new and differentiating products and services means recruiting and retaining the best and the brightest. This requires assiduous talent management, IT leaders say.

"It all starts with having the right talent," says Krestakos, who notes that Steelcase maintains strong ties to local universities and runs an IT internship program that has supplied IT with some of its best talent.

Krestakos also regularly rotates high-potential IT staffers into different functional areas "so they can be immersed in the business," he says. "I call it a kind of loaned executive program. We put people in different assignments and have them help the business but also help their own development. When they come back to IT, it's with a broader understanding of the business. It always pays dividends."

"Revenue generation can happen in multiple ways. IT has become a real thought leader for [figuring out] how technology can be monetized in a way that will easily be accepted by the market."

JOHN PRUSNICK, DIRECTOR OF IT INNOVATION AND STRATEGY, HYATT HOTELS



At Hyatt, which must work hard to distinguish itself in the crowded hotel business, "we need to make sure we have IT talent that is not your traditional IT talent that sits in the basement, but people who are customer-focused and pay attention to the value they provide guests," says Prusnick. "We want to make sure [IT staffers are] working with the hotel leadership to help find ways to use technology to engage guests. Revenue generation can happen in multiple ways. IT has become a real thought leader for [figuring out] how technology can be monetized in a way that will easily be accepted by the market."

To help find answers, Hyatt designated eight hotels around the world as "lab hotels" where new concepts can be tested quickly. Working with more than 500 Hyatt colleagues, guests and outside experts during the course of 40 idea-generation sessions in several cities around the world, IT and business teams came up with more than 1,500 ideas and shared existing projects and concepts in development that could be shaped to deliver new guest experiences.

The bottom line is that "IT needs to transform its focus to thinking and envisioning," says Prusnick. "This is what enables IT to be an integral part of the business." ◆

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JUDITH L. BATENBURG

An IT reorganization embeds techies directly with the business

★ **WHEN JUDITH BATENBURG started her job at Starz Entertainment six years ago, IT was isolated "by choice," she says. Starz's business is broadcasting – the company provides premium movies and original programming – not technology, and IT seemed happy to keep its head down and do its own thing. "I thought that was odd," says Batenburg, vice president of IT infrastructure and operations, "so over the course of the first few years, I worked hard to get the IT organization to see that they were there to serve a business need, not just provide email to people."**

She got a chance to make her point in a big way when Starz undertook a multimillion-dollar technology and business process transformation, moving from a traditional broadcast delivery, or "playout," environment that ran on expensive, proprietary and aging tape equipment to an entirely IT-centric digital model.

During that project, an IT engineer who, in Batenburg's words, "typically hung out in his cube" evolved as a liaison between the broadcast and tech teams at the Englewood, Colo.-based company, primarily because he had a personal interest in the new technology. The ad hoc arrangement worked so well that Batenburg decided to create an official liaison position, with the title of IT solutions engineer.

"We've made a great opportunity," she says. "Now we want to capitalize and institutionalize it." ◆

– TRACY MAYOR

PREMIER 100 IT LEADERS 2013

Steven B. Ambrose

Vice president and CIO, DTE Energy, Detroit

How are you turning your IT department into a services organization? We've started with the formation of four portfolios that represent our core business functions and the institution of metrics oriented to business outcomes.

Your relationship with a key business leader: Prior to my role as CIO, I served as chief of staff for our CEO. The relationship that I gained based on a deep understanding of the nature of our business has brought voice and credibility to the IT function.

Loren Bast

Director of business intelligence, Cheezburger, Seattle

A job responsibility you'd like to eliminate: A very time-consuming task that doesn't get mentioned enough in statistics and BI circles is vetting the data you're using to make sure it's accurate. No fancy charts or statistical methods will help you if you're analyzing junk data.

Most important characteristic in an IT hire: I strongly believe passion and ambition can overcome inexperience, setbacks and numerous other weaknesses more than any other set of characteristics.

★

Saad Ayub

Senior vice president, CIO, Scholastic, New York

Coolest current project: We are working to enhance our relationship with teachers and parents by leveraging third-party services and building digital delivery ecosystems for e-books. Our focus is to leverage school and family book-buying trends and become the glue for teacher-student-parent relationships in a digital world.

Quick ROI project: We brought in-house the support for one division's business operations onto the Oracle eBusiness Suite. This 15-month project paid for itself in four months.

Gary Bateman

CIO, Iowa Workforce Development, Des Moines

Most important characteristic in an IT hire: Passion. Talent runs a close second, but even talent is useless without passion.

Skills you'll hire for this year: Java, .Net, Oracle, SQL and BI.

How are you turning your IT department into a services organization? Teaching IT staffers the concepts of business and pairing them with business units to experience business first-hand. I want my staff to lead the transformation of business process redesign, and they have to know business to be successful.

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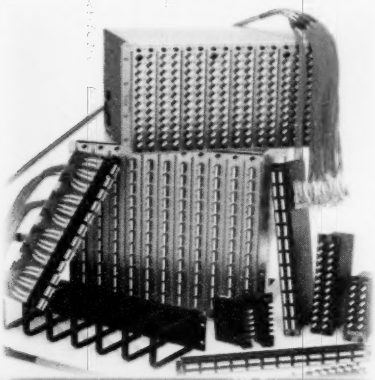

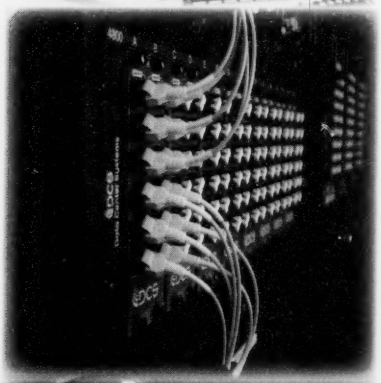

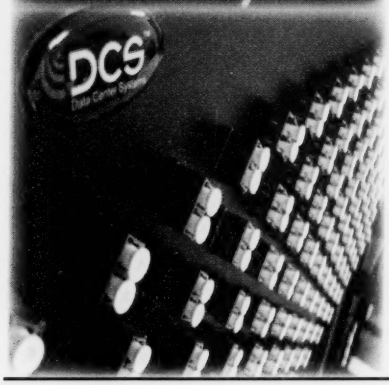

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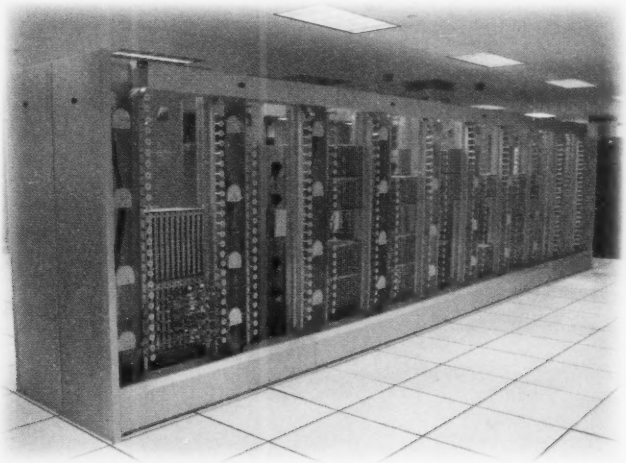

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GEORGE M. BRENCKLE

Bringing an IT infrastructure back up to speed after years of underfunding

★ **CIO GEORGE M. BRENCKLE has to balance access to information with ensuring security, but he acknowledges that information can't always be locked down, particularly in a healthcare organization like his. Doctors need access to data wherever they are to deliver the best care in the most efficient and effective way possible. So Brenckle and his team at UMass Memorial Health Care in Worcester, Mass., spent the past year developing a virtual desktop architecture to do just that.**

The FollowMeDesktop initiative delivered on its goals, lowering IT support costs while allowing clinicians to access information from any location on virtually any platform, including tablets.

Such initiatives are a long way from where UMMHC was when Brenckle, 58, who holds a Ph.D. in biochemistry, started there five years ago. He says the institution had underinvested in IT for years, leaving it without key IT-enabled healthcare applications.

But Brenckle moved UMMHC forward. He overhauled the information infrastructure, adding electronic health record technology, replacing a core billing system, developing a new data center, expanding the capacity and reach of its network, and introducing electronic documentation for physicians.

UMMHC President John G. O'Brien praised Brenckle's ability to bring together stakeholders "to develop a shared vision for IT." ◆

– MARY K. PRATT, A *COMPUTERWORLD* CONTRIBUTING WRITER IN WALTHAM, MASS. (MARYKPRATT@VERIZON.NET)

PREMIER 100 IT LEADERS 2013

Robin H. Beck

Vice president, information systems and computing, University of Pennsylvania, Philadelphia

Most important characteristic in an IT hire: Cultural fit: That determines employee success. Technical expertise is a baseline; we can teach certain skills and behaviors. A job candidate needs to share our values to work successfully within our organization.

How do you evaluate emerging technologies? We established a team of senior cross-discipline technologists charged with researching technologies and recommending future direction.

Cathy Bessant

Global technology and operations executive, Bank of America, Charlotte, N.C.

New titles in your IT organization: Over the past 24 months, we have added chief technology officers for each major line of business, a chief information security officer, a chief data officer and an e-commerce technology executive with an end-to-end view of mobile and social consumer and client offerings.

Most important characteristic in an IT hire: Hiring technologists and operators who know the business inside and out and who are by nature forward-looking.

★

Todd Bell

Senior vice president of IT infrastructure management, Verizon, Basking Ridge, N.J.

How have you incorporated social media into your own work? I encourage use of social media collaboration tools among my team. Following my employee webcasts, my leadership team and I hold a one-hour Yammer session when my team can ask questions and participate in the discussion. I also blog on our company intranet, asking and responding to questions.

Skills you'll hire for this year: This year, we are focused on hiring in the network security field.

Horace Blackman

Facility CIO and director, U.S. Department of Veterans Affairs, Washington, D.C.

New titles in your IT organization: The addition of a performance engineer who specializes in organizational sciences and has been instrumental in pushing us forward in our goals of IT improving productivity, performance, prudence and persistence.

How are you turning your IT department into a services organization? We test our emergent capabilities against high-value strategic service goals.

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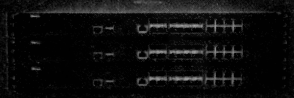

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VINCE CAMPISI

Learning to conquer the industrial Internet with remote sensors

INTERNET TECHNOLOGY already allows consumers to remotely monitor their homes and start their cars using smartphones. At General Electric, Vince Campisi has been instrumental in taking remote sensoring and monitoring technology to the even bigger, untapped market of heavy industry.

Before his appointment as CIO of GE Intelligent Platforms in Charlottesville, Va., last October, Campisi worked at GE Power & Water, where he helped to transform the oil, water and gas production process from a reactive, break/fix mode to a proactive alert-and-optimize mode. His group created a cloud-based software platform that leverages GE Intelligent Platform technology for collecting data from a water-cooling tower or oil refinery heat exchanger, for instance, and then alerting customers when those machines aren't working optimally.

."We're applying sensor technology to collect data, using big data techniques for extrapolating information and connecting the dots to find something that's warning you about an issue," Campisi says.

Today, 800 GE customers have subscribed to the cloud-based service. "It's something that's resonated with customers. It's really changing how we provide our services and how customers get better transparency to the value we can offer," he says.

GE Power & Water CIO Joanne Kugler calls Campisi a true business leader who thinks big. "When you combine his strong business process knowledge with his technical skills, he just gets it," she says. ◆

– STACY COLLETT, A *COMPUTERWORLD* CONTRIBUTING WRITER (STCOLLETT@COMCAST.NET)

PREMIER 100 IT LEADERS 2013

Thomas A. Bres

Vice president and CIO, Sparrow Health System, Lansing, Mich.

Most important characteristic in an IT hire: The will and the skill to communicate and collaborate effectively across the organization and with our customers.

How do you evaluate emerging technologies? We created a unit we call the "emerging tech team" to test and pilot new technologies and customer suggestions. Often there are innovations that don't survive the usual ROI and project justification process. Our tech team ensures those ideas get considered.

Oliver Bussmann

Executive vice president and global CIO, SAP, Walldorf, Germany

How have you incorporated social media into your own work? As a role model, I am very active on Twitter (@sapcio) and have over 6,000 followers. I reserve time in my daily calendar to comment on an internal blog or on my external blog (*www.sap.com/cio*) or to engage with followers over Twitter.

A career highlight: Acting as a thought leader and SAP corporate officer representing SAP at analyst conferences and customer meetings.

Brandon W. Brown

CIO, Trident Marketing, Southern Pines, N.C.

How are you turning your IT department into a services organization? By offering our existing data, through analytics, to all departments not just marketing, in real time so our director-level executive staff can make quicker business decisions.

Your relationship with a key business leader: I've aligned IT decision-making with the CFO in a more direct manner. Understanding cash flow puts IT on the same footing as the financial leaders and garners respect from them.

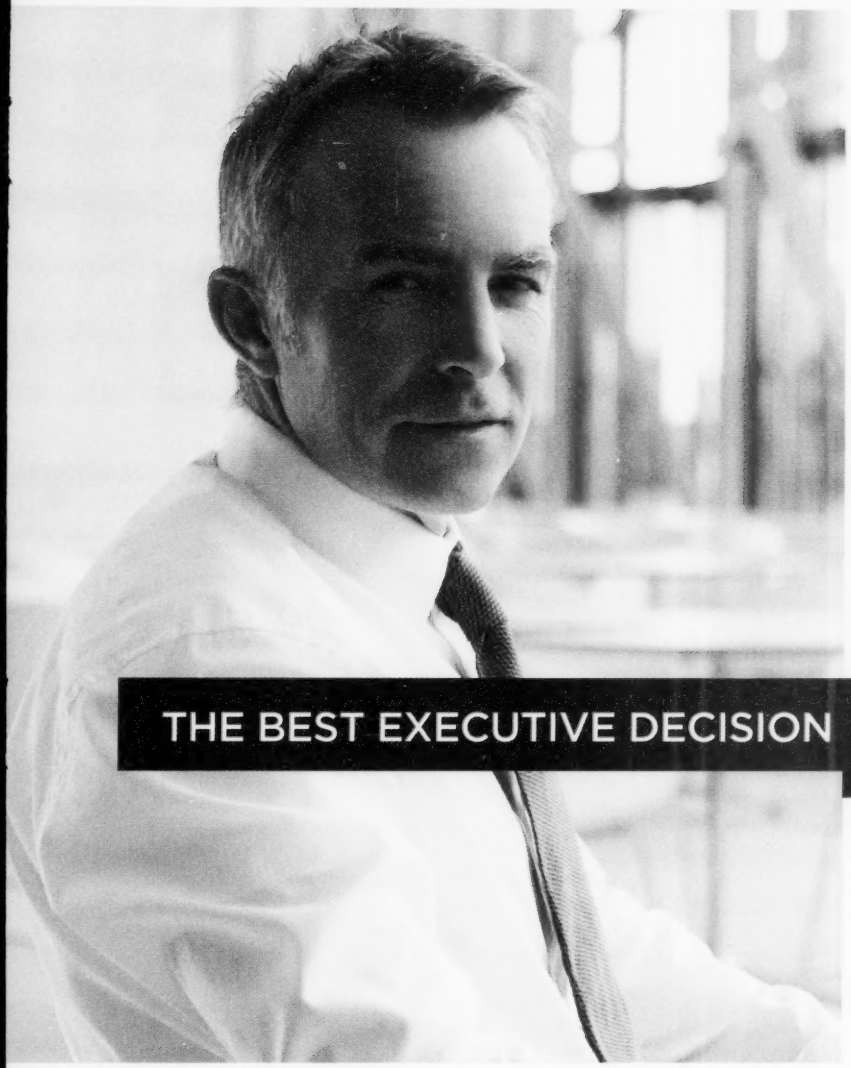
Matt Butcher

CIO, Karl Storz North America, El Segundo, Calif.

New titles in your IT organization: We created a technology innovation department with several solution architect roles.

A career highlight: I started as a midnight-shift computer operator and taught myself to be a Fortran programmer. That was my ticket out of computer operations.

Coolest current project: Providing a mobile app that allows field service employees and sales reps to update software on our devices and, most importantly, update SAP with the revision so we remain FDA-compliant.



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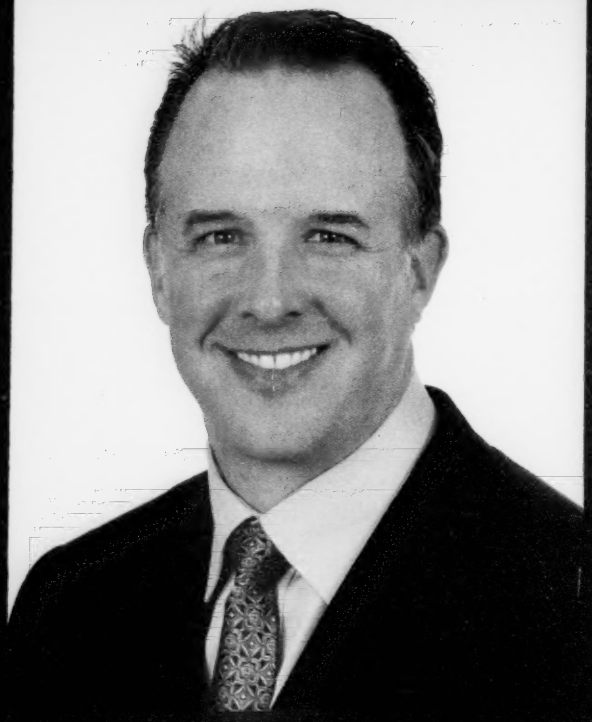


KEVIN CHASE

A drive for continuous improvement pays off in business success

KEVIN CHASE HAS THREE OBJECTIVES as CIO and senior vice president at Dallas-based Energy Future Holdings. He wants IT to do the following: understand the business units' top priorities and deliver systems that allow them to achieve those goals, continue its drive for operational excellence and system reliability, and consistently and constantly evaluate and minimize risk.

Chase, 44, who oversees IT for corporate operations as well as two of the company's three business divisions, Luminant and TXU Energy, says those objectives guide the IT projects. And his list of recent projects is extensive. It includes replacing systems supporting supply chain management, asset management, work management and financial planning at Luminant as well as those supporting revenue management, customer care, marketing and sales at TXU.

Those projects increased reliability, improved controls and lowered costs, he says.

And those improvements have driven corporate success, says Energy Future Holdings CEO John Young. "[Last year] was a record year across many parts of EFH, Luminant and TXU," he says. "The IT organization, under Kevin's leadership, played a critical role in that success, especially in the areas of operational excellence and delivery of new strategic projects."

Even though he has already accomplished quite a bit, Chase isn't resting. "The most important projects we want to work on are the ones most critical to the business," he says. ◆

– MARY K. PRATT

PREMIER 100 IT LEADERS 2013

Paul J. Capizzi

Vice president of technical services, Fox Television Stations (former vice president of technology, SBLI USA), New York

Most important characteristic in an IT hire: Work ethic is key.

A recent example of your leadership style: Leading a team requires you to have strong collaboration skills. This is critical when building trust with your new team out of the gate. Listening to your team and follow-through are essential to establishing yourself.

A career highlight: My move from insurance to broadcast. I am extremely excited to learn a new industry after 10 years.

Sonya M. Christian

CIO, West Georgia Health, LaGrange, Ga.

A recent example of your leadership style: I love one-on-one mentoring. While I actively participate in a formal mentoring program for IT executives, I love the informal opportunities. These may present themselves as offering advice on project portfolio management, facilitating for specific outcomes or building executive relationships. Growing people is what it's all about.

Most important characteristic in an IT hire: To be able to put themselves in the shoes of their customers.

Lakshman Charanjiva

Vice president and CIO, NextEra Energy, Juno Beach, Fla.

Coolest current project: Smart Grid technologies. An IT professional's progress is often marked by service-level agreements, key performance indicators and other metrics. With Smart Grid, we are literally building a better future for our children and generations to come.

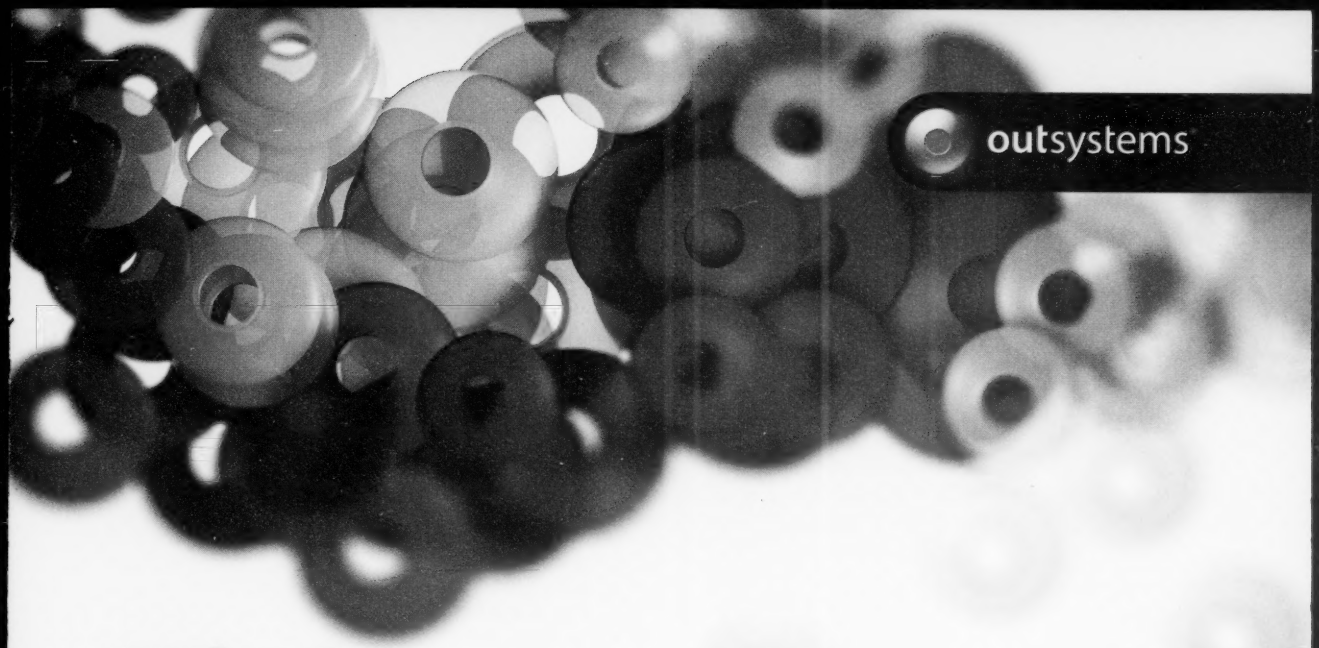
Quick ROI project: Built on a strong data foundation, our customer experience system is the first of its kind. It takes a 360-degree view of all aspects of customer interaction.

Andy H.W. Chun

CIO, City University of Hong Kong, Kowloon Tong, Hong Kong

Most important characteristic in an IT hire: First and foremost, I look for people who are really passionate about their work, people who are proud of their accomplishments and enjoy what they do. I am fortunate to have a team of intelligent and highly self-motivated individuals.

Boldest IT prediction: Always on. Always connected. Constant sharing. Intelligent devices everywhere. Speech and gestures as the main form of interaction with devices.



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THREE YEARS AGO, Marlo Donate lit a fire under Toyota Financial Services, a traditionally conservative, risk-averse company that often took two years to bring a new idea to market. She challenged the group to get up to speed with its competitors.

Today she leads the enterprise applications group and the newly created digital services group, a six-member, in-house development team focused on mobile and Web operations.

The Torrance, Calif.-based company doesn't hire new people or create new business units very often, Donate says, so "[convincing] our management committee that we need to be agile and flexible with changes in the mobile and Web space was pretty significant."

First, the team had to prove itself with delivery of its mobile Click to Pay app for iPhones, Android and the Web – a tall order considering that the team's marketing partners had a bad track record with IT. But Donate worked closely with that team to develop some proofs of concept to ensure they were delivering, even exceeding, what had been promised.

As part of digital services, Donate also launched an innovation lab that works with the development team. "It really was a game-changer on how to have a conversation with the business," she says. "We also introduced a prototyping tool, so it's easier [for business units] to see what they're going to get, instead of 30 pages" of text.

Donate's leadership style is one of collaboration and execution, says Ron Guerrier, vice president and CIO at TFS, who was responsible for hiring her. "She has inserted in the IT delivery team the tenacity to not only plan [a new project], but execute upon it," he says. ◆

– STACY COLLETT

PREMIER 100 IT LEADERS 2013

Linda W. Clement-Holmes

Senior vice president, Global Business Services, Procter & Gamble, Cincinnati

A career highlight: I spent the past two and a half years serving as P&G's chief diversity officer, in addition to my shared services and IT responsibilities.

Quick ROI project: Last April, we embarked on a program to increase the number of video collaboration rooms at our offices by more than 150% in just six months. By July, we had installed 80% of the additional rooms across the globe and experienced a measurable reduction in travel.

John Donovan

Senior executive vice president, AT&T Technology and Network Operations, AT&T, Dallas

Most important characteristic in an IT hire: The ability to set an understandable and realistic framework for action by looking at a landscape, characterizing it, pinpointing the important elements and clearly articulating the plan.

How are you building an IT department for the future? The IT employee development framework captures the right talent, future-proofing the organization. It maintains an employee-by-employee inventory of skills and proficiencies.

Lee A. Congdon

CIO, Red Hat, Raleigh, N.C.

New titles in your IT organization: A senior director responsible for our shared systems and architecture. This leader sets our future in terms of enterprise architecture and focuses on data and analytics, a cross-Red Hat requirement.

Coolest current project: We are replacing our legacy global telephone infrastructure with open-source telephone, messaging and video. We have many opportunities to further implement business social networking in Red Hat and revamp our collaboration tools.

Chad A. Eckes

CIO, Cancer Treatment Centers of America, Schaumburg, Ill.

New titles in your IT organization: Chief medical information officer, associate CIO and vice president, IT operations and security.

Skills you'll hire for this year: Architecture, business intelligence, business analysis, program management and R&D.

Your relationship with a key business leader: The chief medical officer/senior vice president of clinical affairs and I have always been attached at the hip. The result is IT solutions that benefit patient safety and care.

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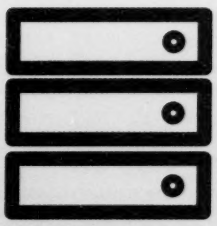

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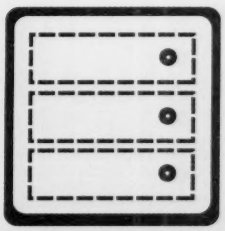

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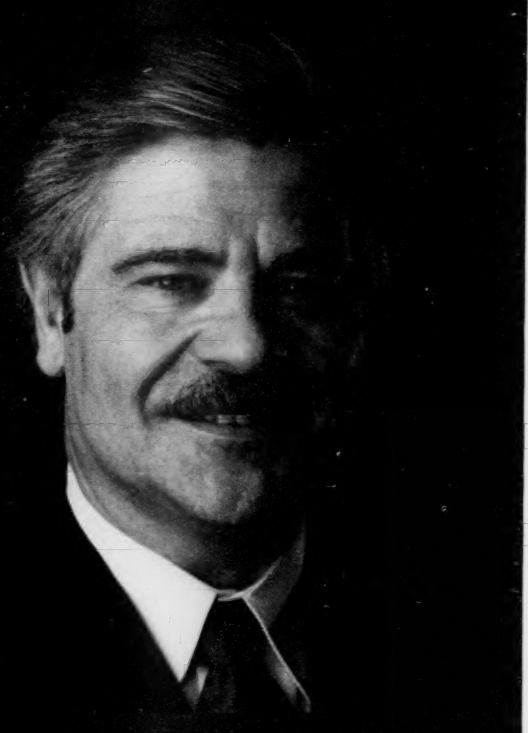


JOSEPH ECKROTH

Focusing on both big ideas and small accomplishments

★ **FOR JOSEPH ECKROTH, success comes from thinking big while paying close attention to the little things.**

As CIO at Hertz, Eckroth has successfully championed Express Rent, an innovative idea for self-service kiosks that had previously languished, says CTO Rob Moore. The technology combines self-service screens with a video link to a live call center representative who can walk customers through a 12-screen rental process. The kiosks became a big hit, enabling the company to provide extra virtual staff during busy times at airports and at other locations.

"Part of Joe's strength is the ability to communicate and persuade at all levels of the business. He gave us the critical mass to move forward," Moore says.

But Eckroth tries to remember that there's more to running a successful business than taking on big projects. He writes personal notes to staffers for even small accomplishments while making sure that individual users' concerns about PCs and applications don't get lost in the shuffle. "Don't minimize the small things, and never underestimate that personal frustration," he says.

Moore describes Eckroth as a "promoter of talent" who gives his staff visibility with the executives back at the company's Park Ridge, N.J., headquarters. "I'd been doing good work, but no one ever saw that until Joe came in and promoted it," he says. Eckroth also founded an innovation council to showcase IT team ideas, and later expanded it to include executives from other parts of the organization. "We've created a culture where IT is part of the mainstream," setting Hertz on course for a technology-centric future, Eckroth says. ◆

— ROBERT L. MITCHELL

PREMIER 100 IT LEADERS 2013

Curtis D. Edge

CIO, The First Church of Christ, Scientist, Boston

New titles in your IT organization: Business relationship managers, who are the communication liaisons between the IT department and the business and between IT and vendors. The BRM is an advocate for the business and nurtures the relationship between the organization and our vendors.

Your relationship with a key business leader: The CFO and I have developed an excellent relationship. Our honesty and respect for each other and our roles have enabled us to speak and act with unity.

Michael Fergang

Vice president, CIO, The Grange Mutual Casualty Group, Columbus, Ohio

Most important characteristic in an IT hire: Someone who is passionate about our business is critical.

A recent innovative staff idea: Policy-level alerts to our agency partners via an email subscription service. Policy activity triggers a notice to the subscriber, which allows them to take action before the policyholder is aware of an event. Today, more than 3 million alerts are sent to 90% of agencies that voluntarily subscribe to this service.

★

Tim Elkins

Executive vice president, CIO, PrimeLending, Dallas

Skills you'll hire for this year: We will expand our business process team to bridge the gap between IT and the various departments. We will also grow our team to include mobile and Salesforce.com developers.

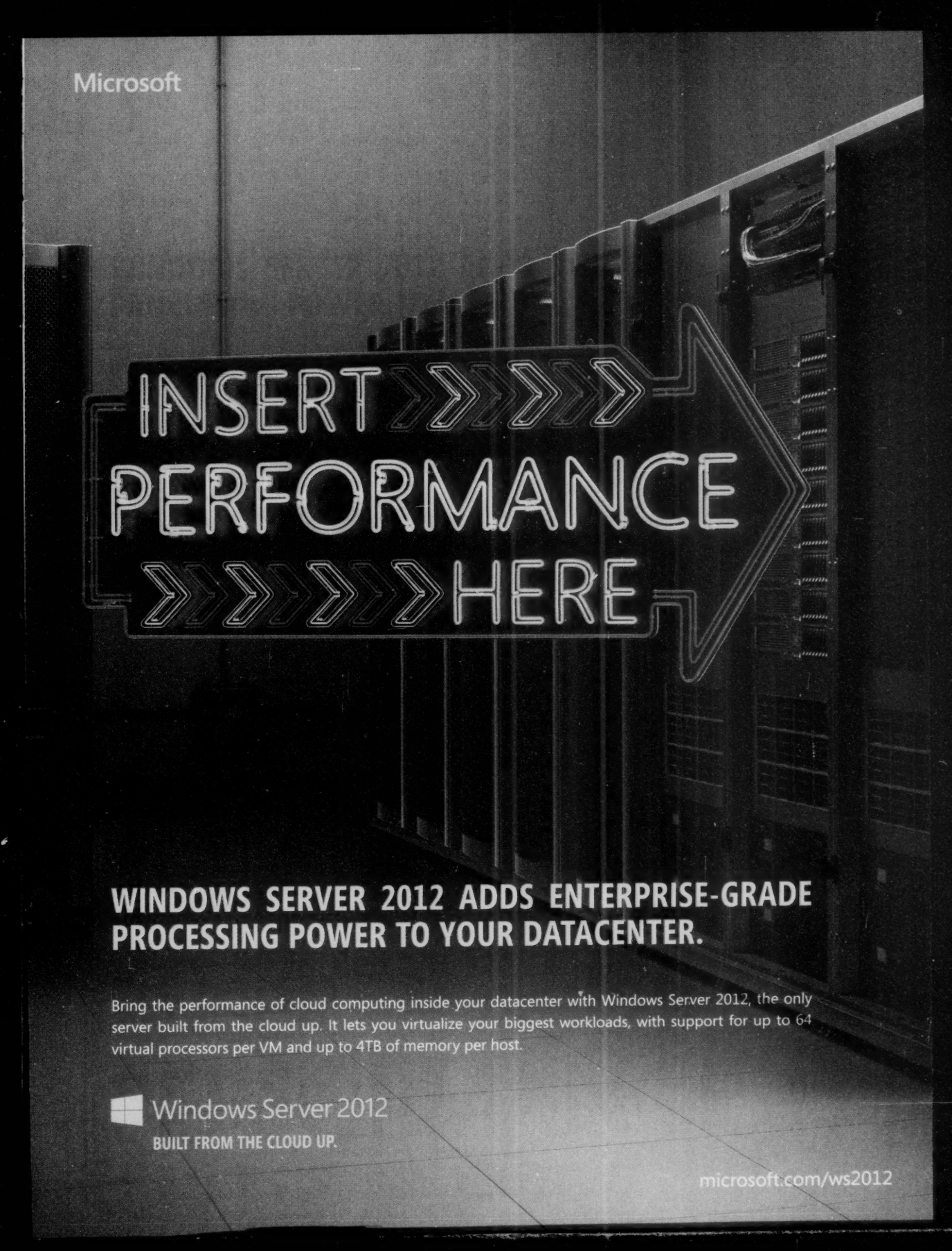
A recent great deal from a vendor: We negotiated a deal with our loan origination and closing documents system providers to pay only for loans that fund. This reduced upfront costs, and there were no licensing costs or ongoing maintenance fees.

Timothy M. Ferrarell

Senior vice president, CIO, W.W. Grainger, Lake Forest, Ill.

A recent example of your leadership style: I am an active teacher and coach of continuous improvement and lean leadership principles. I also participate in reverse-mentoring to learn about new technologies and work preferences from younger generations.

Skills you'll hire for this year: Our IT organization is expanding, requiring us to hire and develop team members for exceptional leadership skills and expanded management responsibility.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JR GAMEZ

Using technology to create more human connections

INSPIRATION STRUCK JR GAMEZ at a city council meeting. As the Redwood City, Calif., police chief listened to a developer tell the councilors that he could get more done if he didn't have to come into City Hall for everything, he wondered whether his officers could be more efficient if they had more flexibility with when and where they meet citizens.

So Gamez asked his department's social media team to figure out how to use online videoconferencing to make the police force more efficient and responsive. By June 2012, less than six months after that city council exchange, the team implemented Netop's Live Guide video and text chat technology. It cost the city less than $1,000 to implement and run annually.

Gamez says the technology is transforming his department. A resident who needs to talk with an officer regarding a non-emergency situation can now use video chat. So instead of sending a patrol officer to the neighborhood, officers who are on desk duty handle such calls.

"We found that it was freeing up our units. We have officers doing more priority work, allowing response time to be quicker to higher-priority calls," he explains.

City Manager Bob Bell says Gamez's improvements "have streamlined service delivery and added a human connection."

Video chat is just one of the IT-driven initiatives championed by Gamez, 50, who developed his technical aptitude working on tech-related police projects while he was an officer. The department also uses Twitter, Facebook, a Google blog, a YouTube channel, a Flickr page and a Vimeo video channel. ◆

– MARY K. PRATT

PREMIER 100 IT LEADERS 2013

Randall Gaboriault

Vice president and CIO, Christiana Care Health System, Wilmington, Del.

Skills you'll hire for this year: Data and analytics. A combination of external hires who can serve and add capacity to enable new capabilities soon, and then invest and grow internal talent.

A task you've delegated this year: The facilitation of our IT governance steering committee to one of my direct reports, the director of the project management office. This allows me to participate with my peers in the decision-making discussion and prioritization rather than facilitate.

Darren W. Ghanayem

Vice president, information officer, WellPoint, Thousand Oaks, Calif.

How are you turning your IT department into a services organization?

We focus on clearly identifying our most talented workers through continual talent management processes. The talent isn't measured solely on technical aptitude, but also includes results from broad assignments that stretch areas of expertise and aptitude in dealing with business experts and leaders. Employees respond positively to these assignments and see this as a great opportunity for growth.

★

Emad Georgy

Chief technology officer, North America, Experian Marketing Services, Costa Mesa, Calif.

A recent innovative staff idea: The application of machine learning to understand consumer behavior in the digital marketing space as well as the ability to provide data linkage and single-customer-view-type services in real time to our clients.

How have you surprised your CEO in recent months?

Our ability to develop Java and Hadoop skills, adopt an agile approach and deliver a bleeding-edge product to the market all in six months.

Richard L. Gilbert

Senior vice president, technology services, SunTrust Banks, Atlanta

Quick ROI project: A significant achievement was made in leveraging new quality techniques to optimize the IT testing process through an industry-leading initiative called progressive automation. By centralizing and progressively automating the testing function under a single organization, we were able to increase the quality of IT application delivery, save over 20,000 hours of testing and deliver projects to the business ahead of schedule.

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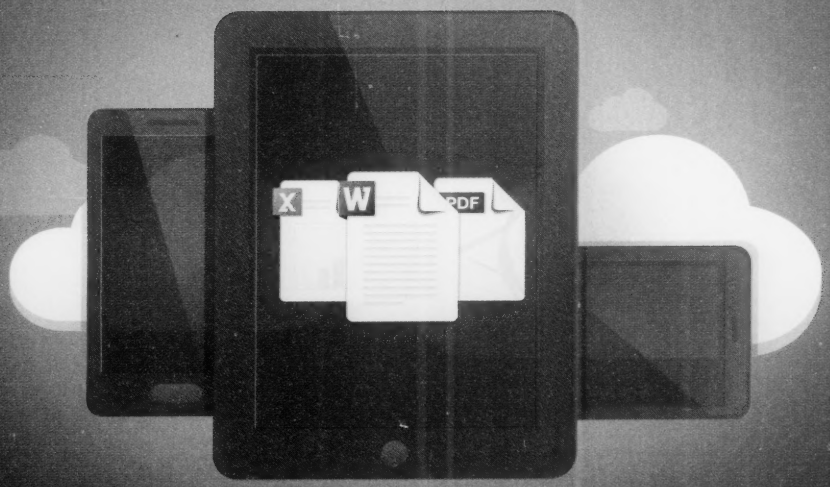
– Paul Schauer, Personal Computing Solution Manager, P&G



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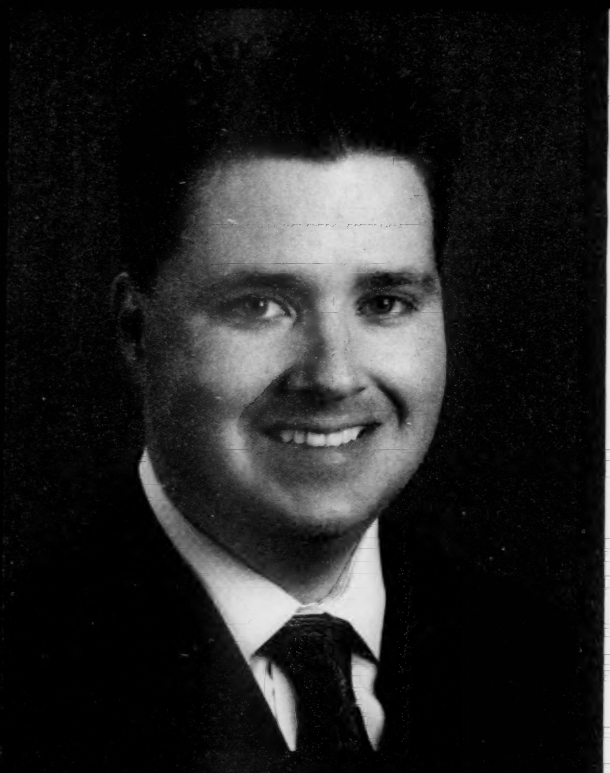

KRIS HERRIN

In rolling out large IT projects, communication is key

★ **SINCE ITS FOUNDING IN 1997, Heartland Payment Systems has grown to become the sixth-largest payments processor in the U.S.**

As a result of its rapid growth and several acquisitions, the Princeton, N.J.-based company found itself with a conglomeration of disparate technologies and platforms across nine data centers. Heartland's CTO, Kris Herrin, set his team to the task of consolidating the data centers and modernizing legacy platforms to reduce costs.

After a two-year, multimillion-dollar project, Heartland now runs just three data centers, and it has switched mainframe applications to open systems, brought outsourced functions in-house and partnered with a third-party provider to create a hybrid cloud-based data center that uses a combination of private and public resources.

By eliminating redundant and inefficient processes, the project lowered net operating expenses for one line of business by 48% and for IT overall by 18%. In addition to the hybrid data center, Heartland now has one traditional data center and one colocation facility. Heartland partnered with Fujitsu to create the hybrid facility, using that company's hardware, cloud offerings and newly renovated data center.

While Herrin acknowledges that moving to the cloud "is always a tough conversation," one of this colleagues says his ability to communicate with both the IT and business sides of the house was critical to the success of the project. "He's very good at engaging with the business and helping them see the big picture," says Bryan Thompson, Heartland's chief enterprise architect. "He's good in front of an audience. He's also got a customer service focus." ◆

– LUCAS MEARIAN

PREMIER 100 IT LEADERS 2013

Tom Gill

Vice president of IT and CIO, Plantronics, Santa Cruz, Calif.

Your relationship with a key business leader: My relationship with our new chief marketing officer, Marilyn Mersereau, is important and timely. Gartner predicts significant increases in spending on IT by marketing departments over the next three years, and we have embraced that as an important focus. Examples of areas to increase our marketing systems footprint include increasing our understanding of customer sentiment through social media, global marketing, big data and analytics.

Gary K. Hensley

Director of IT, Clif Bar and Co., Emeryville, Calif.

Coolest current project: Unified communications, a multifaceted project that captured the attention of the user community upon the successful integration of voice mail and email.

How are you building an IT department for the future? Guided by five, equally weighted bottom lines – sustaining our business, brands, people, community and the planet – Clif Bar's IT department develops solutions aimed at connecting employees, reducing our environmental footprint and creating efficiencies.

★

Kai Gray

Vice president, operations, Carbonite, Boston

Skills you'll hire for this year: We will be hiring people for the analytics team; we're seeking both seasoned professionals and more junior team members.

A task you've delegated this year: I have asked our director of data center operations to fully own and manage the relationships with all of our data center partners.

Your relationship with a key business leader: I have developed a close relationship with our CFO. This benefits our organization by ensuring that there is trust between the two groups.

Blake K. Holman

Senior vice president and CIO, Ryan LLC, Dallas

A task you've delegated this year: Oversight of Ryan's PCI and SSAE 16 audit activities to my director of infrastructure.

A career highlight: In April 2011, Ryan awarded me the inaugural Innovatus Award for delivering "innovative solutions to taxing problems."

Boldest IT prediction: Although cloud computing is a big trend and can provide value, I don't think it will be as ubiquitous as everyone is saying. Not only is it expensive, but there are also inherent legal and financial risks.

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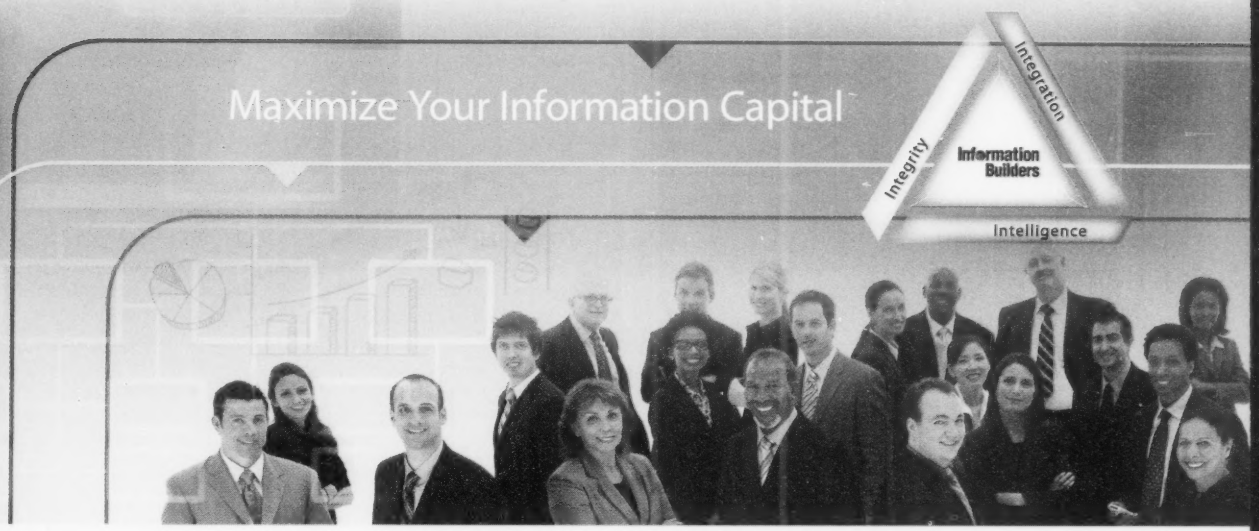

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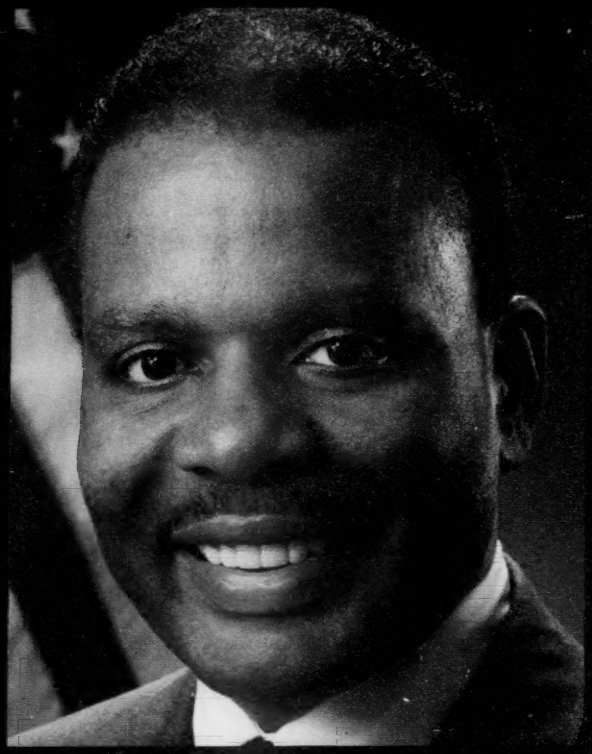

MALCOLM JACKSON

A little salesmanship helps win over business partners and boost IT projects

MALCOLM JACKSON, CIO of the U.S. Environmental Protection Agency, is a drilling engineer by training, and he's tech-savvy — he worked as a mainframe programmer when he started his career in the 1980s. But he also has a background in marketing, which is especially helpful at the EPA.

Jackson is moving the agency in several new directions, including shared services. "We have an opportunity here to build once and share it many times," he says. The initiative includes a recent effort to establish an enterprisewide geospatial platform and a common repository for data, maps and services. A similar effort is under way for e-discovery. Also on the list of IT projects are a move to cloud platforms and an effort to enable mobility.

Selling shared services can be difficult, but Jackson says his team is working to determine how much customization is possible for each program. "You can build a great solution, but if you don't know how to sell it or market it, it will die on the drawing board," he says. "I'm all about selling and marketing, and I tell my team this."

Barbara Bennett, the EPA's chief financial officer, says she enjoys working with Jackson because of his "very pragmatic approach [of] aligning IT with business priorities, agency priorities."

"I think it's so important for CFOs and CIOs to work together because they both bring perspectives that are trying to move the business forward," says Bennett. "We have that strong partnership." ◆

— PATRICK THIBODEAU

PREMIER 100 IT LEADERS 2013

Stan M. Hoptroff

Infrastructure services director, Southern Company Services, Atlanta

A task you've delegated this year: Each year, IT compares the cost of major products managed internally with those on the market. While we understand how our internal costs trend, we have no idea how the market will fare. My group is developing a trend line to give us a comparison forecast.
Boldest IT prediction: I don't think public cloud computing will live up to the consultants' hype. The lack of sustainable profit margins will create a new reality.

Don Imholz

Executive vice president, CIO, Centene, Clayton, Mo.

Quick ROI project: Implementation of Microsoft Dynamics customer relationship management software for our member and provider services organization, coupled with workforce management software. We now have great insights into opportunities to improve service and optimize staffing.
How are you building an IT department for the future? "Over-skilling." At our growth rate, it is important to hire people with skills one or more levels higher than what the position demands today.

Jeanette Horan

Vice president and CIO, IBM, Armonk, N.Y.

Your relationship with a key business leader: My manager has a great business mind but is also grounded in technology. The strong relationship we have is important because the blending of technology and business strategy is so critical to the new role of the CIO.
Coolest current project: An initiative designed to simplify the work of our salespeople so they can spend more time with clients. Called SalesConnect, it will provide sellers with higher-quality data and more reliable forecasting capabilities.

Brad P. Kenney

Vice president of enterprise infrastructure, Avnet, Chandler, Ariz.

Skills you'll hire for this year: We are hiring for several infrastructure positions at our global development centers in Asia. We're looking for candidates with skills around mainframes, Unix and Wintel server administration and networking.
A task you've delegated this year: I delegated more of the management of our IT infrastructure budget to director-level staff. I have incredible trust and confidence in the team, and this will further develop their professional skills.

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GARRY LYONS

Nailing an R&D team that knew nothing about the business sparked disruptive ideas

★ **WHEN MASTERCARD WORLDWIDE'S chief innovation officer, Garry Lyons, launched MasterCard Labs two years ago, his approach to hiring was anything but conventional. Lyons began by recruiting talented people who didn't know anything about the payments processing business. "If you know too much about a particular domain, you end up saying 'that won't work' or incrementally improving something." And that, Lyons says, won't lead to the kind of innovations that bring disruptive change to the business. "Our goal is to get next-generation payment solutions into the market faster and cheaper than ever before," he adds.**

Starting with a clean slate and the support of management at the Purchase, N.Y.-based company, Lyons looked for ways to bring innovations from the 50-person research and development lab to production. Among other things, he created Innovation Express, a program in which teams of people with a variety of skills from across the company are given a challenge to solve while they're sequestered in a hotel for 48 hours. "We expect them to come out with a prototype, a go-to-market plan and a video demonstration of what they created," he says.

"There were lots of reasons for people like me to say why this would never work," says Rob Reeg, president of MasterCard Technologies and Operations, one of Lyons' two bosses. "But Garry had the perseverance and vision to [make it a reality]."

Lyons takes an outside-in view and thinks about how to be faster to market. "He is an entrepreneur at his core, and his management style reflects that," says Reeg. "His ability to think outside the box and help the people who work for him think outside the box is key." ◆

– ROBERT L. MITCHELL

PREMIER 100 IT LEADERS 2013

Robert G. Krestakos

CIO, Steelcase, Grand Rapids, Mich.

A recent example of your leadership style: I have recently expanded my responsibilities in operations and have plant managers of two facilities reporting to me. In this new capacity, I've spent a significant amount of time in both of those facilities looking to get hands-on understanding of exactly how these parts of the organization work.

Boldest IT prediction: IT will shrink. What is today within the IT organization will move into the business units. IT will focus on the rules of integration and innovation.

Mujib Lodhi

CIO, Washington Suburban Sanitary Commission, Laurel, Md.

A recent innovative staff idea: With a data warehouse in place, including executive dashboard tools, we are exploring the automated conversion of unstructured data to structured form where previously unrealized data categories and relationships are also electronically discovered in the process. Tying this information into advanced analytics engines creates a dynamic picture of efficiencies where certain variables can be adjusted to view big-picture business/customer impacts over long periods of time.

★

Warren Kudman

Vice president and CIO, Sealed Air, Elmwood Park, N.J.

Your relationship with a key business leader: I have a very strong relationship with our CEO, based on trust, where I am able to approach him with opportunities or issues, and he is able to more comfortably support investments in IT.

Boldest IT prediction: Siri-type technology will begin to be applied to the big data/analytics arena so we can start asking our systems to give us answers to management inquiries (think *Star Trek* computers).

Richard A. Maranville

Executive vice president, CIO, Freeman, Dallas

A job responsibility you'd like to eliminate: Desktop support. Everyone who has a mobile phone or tablet views me as an expert, and there are just too many phones, platforms and apps to be an expert on all of them.

How are you turning your IT department into a services organization? In addition to aligning each and every project with a business partner sponsor, we are spending more time with the company's actual customers, who increasingly leverage technology to collaborate with Freeman.

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LUCILLE MAYER – RAMASWAMY NAGAPPAN

These co-CIOs drive efficiency by unifying IT frameworks

★ **THE CO-CIOS AT PERSHING have to juggle the demands of the Jersey City, N.J.-based company's 1,500 clients, for whom they provide IT services. Those clients – global financial services firms, investment advisers, banks and insurance companies – must comply with a variety of laws and regulations. But they also need tools that enable them to operate efficiently and give them competitive advantages.**

That's what co-CIOs Ramaswamy Nagappan, 52, and Lucille Mayer, 50, aim to deliver. "As a solution provider in IT, we help to consolidate those requirements into a unified framework so it's very efficient for our customers," says Nagappan. They recently followed that approach in the development of Pershing's task management system, which allows users to define their standard operating procedures and workflow and drive the flow of applications according to those task lists.

"Now the challenge isn't just what's inside the active functionality, but how do you leverage the device to your advantage," says Mayer.

"Ram and Lucille have also been responsible for taking Pershing global with technology developments," says Pershing Chief Operating Officer Ron DeCicco. "All these contributions are aligned with our objectives of staying on the cutting edge of changes in technology." ◆

– MARY K. PRATT

PREMIER 100 IT LEADERS 2013

Michelle R. McKenna-Doyle

Senior vice president, CIO, National Football League, New York

New titles in your IT organization: Business relationship manager.

How have you incorporated social media into your own work? Idea generation and collaboration on new ideas.

Most important characteristic in an IT hire: Ability to connect dots across a variety of issues to find solutions that solve more than one problem.

A career highlight: The launch of the Wizarding World of Harry Potter at Universal Orlando – a technology first and an amazing opportunity.

Robert Meikle

CIO, City of Toronto (former CIO, City of Brampton), Ontario, Canada

How are you turning your IT department into a services organization? By fostering a customer-centric culture and institutionalizing a customer service quality program, best practices, education and training. Also by continually building awareness of the value of customer service excellence across the IT organization and beyond.

Most important characteristic in an IT hire: Excellence. Doing things to the best of your ability with integrity to maximize the potential of the individual and the team.

Theresa Meadows

Senior vice president and CIO, Cook Children's Health Care System, Fort Worth, Texas

Most important characteristic in an IT hire: Cultural fit. Healthcare is team-oriented.

Coolest current project: A development project called PatientEXP. This tool allows us to communicate with patients via text messaging (or other alternatives) using HL7 transactions or transactions that are naturally occurring in our environment based on our information systems. It requires no intervention by clinicians or staff.

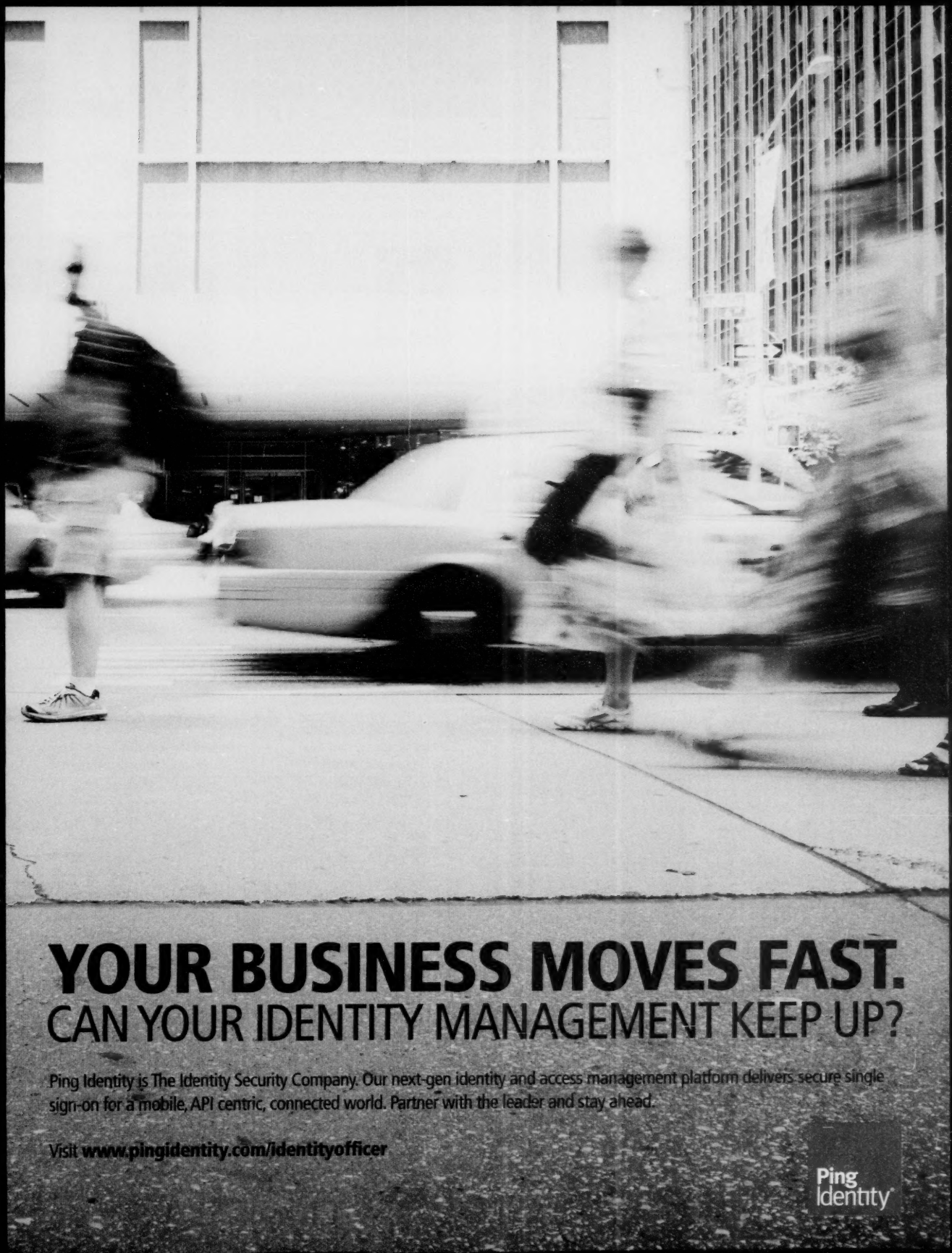
Ahmet M. Mendi

General manager, Nobel Ilac, Istanbul, Turkey

New titles in your IT organization: Strategic initiatives manager.

A recent example of your leadership style: Even though it wasn't my direct responsibility, I was able to personally persuade our chairman to allow me to lead the commercial transformation project with IMS Health to restructure our sales force and the way they do business.

Most important characteristic in an IT hire: A business mind. If IT staffers don't understand business, they have no chance to succeed.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GREG MEYERS

Developing an appreciation for business and a passion for IT

★ **IF YOU'RE WONDERING what a next-generation IT leader looks like, look no further than Greg Meyers, vice president of IT at Biogen Idec, a $6 billion specialty pharmaceutical company based in Weston, Mass.**

One of a new breed of IT executives, Meyers, 40, built his résumé and developed his business chops outside of IT before being drawn to technology. In fact, half of Meyers' career was spent in marketing and sales before he made the leap to IT. Now, he's clearly found his niche.

"I'm passionate about technology and how it can drive the P&L," says Meyers. "I'm very fortunate to have found a career where I can do both."

And what better industry to be in if you want to press for fast technology change? In one recent project, the IT team developed state-of-the-art analytic functions that give visibility in real time on dozens of critical variables that affect the manufacturing process, such as pH and oxidation levels. "That capability has allowed us to save millions of dollars in avoiding wasted batches by intervening when needed," says Meyers.

Biogen Idec is also leveraging virtual communication channels to interact with its most important stakeholders virtually and on-demand. "Physicians have important questions affecting treatment decisions for patients that can now be answered in minutes instead of waiting days or weeks for an in-person meeting," says Meyers.

His boss, CIO Raymond Pawlicki, says Meyers' leadership style combines the best of both worlds. "Greg is business-driven, business-oriented, with great technical skills and very analytical. He's a thought leader," says Pawlicki. "That's his secret sauce: He has a foot in each camp. He's a technologist, with the other foot rooted in the business." ◆

— ELLEN FANNING

PREMIER 100
IT LEADERS 2013

Steve Mills

CIO, Rackspace Hosting, San Antonio

Coolest current project: Our BI team has built a dynamic big data warehouse using the Rackspace open cloud. It is powered by a rules engine that dynamically adds capacity as needed and frees it up when demand decreases. We have built the entire stack using open-source technologies and see a lot of potential for cost savings.

Most important characteristic in an IT hire: Curiosity; open-mindedness. People with these traits are often willing to listen, learn and become effective more quickly.

Cynthia J. Nustad

Senior vice president, CIO, HMS, Irving, Texas

Most important characteristic in an IT hire: Communication skills.

Quick ROI project: Data center moves and consolidation, driving our costs and complexity lower.

How do you evaluate emerging technologies? Educate, ideate, network with others, solicit peer feedback, discuss with vendors and pilot.

How have you surprised your CEO in recent months? My IT team had some of the highest employee engagement and satisfaction scores in a third-party assessment.

Mark Moroses

Senior vice president and CIO, Continuum Health Partners, New York

A recent great deal from a vendor: We signed an enterprise agreement that saved the organization $650,000.

A career highlight: How I came to be a CIO: It just sort of happened, but it has given me the privilege of continuing to work with the smartest group of people I have ever been associated with.

How do you evaluate emerging technologies? We identify potential solutions for business challenges. We partner and engage the business unit in delivering the solution.

Marco S. Orellana

CIO, chief security officer, CODELCO, Santiago, Chile

A task you've delegated this year: For the sixth consecutive year, we held a mining and technology summit in the north of Chile. I delegated the entire organization of the event to a member of my team, offering my support if it was needed. Everything worked to perfection.

How are you turning your IT department into a services organization? As things stand today, I consider us a services organization. Our culture and identity revolve around this concept.

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TAMARA PAYNE

★ **GIVEN FEDEX'S FOCUS ON SPEED, it should come as no surprise that the company has created a way to significantly cut software testing time.**

Thanks to the package delivery company's Decoupled Testing Tools (DTT) initiative, in some cases testing time has been reduced by 52% or more, according to Tamara Payne, senior vice president of IT at FedEx Services. The full test cycle used to take three weeks, and now that can sometimes be cut to a week. "We can deploy products to market that much sooner," she explains.

With DTT, FedEx simulated its entire lineup of customer-facing products and services to certify various releases of everything from shipments to invoice creation. Once a certain level of product has been certified, it's a relatively quick and simple matter to test a new release or component without having to go back and retest the entire thing.

Another plus is that developers can leave the quality testing to DTT and not have to get "bogged down" in that process, says Payne, 53. Further, FedEx can help large corporate clients test functionalities that are specific to their configurations.

Another of Payne's recent projects was implementing a global customer relationship management system, which involved collapsing three platforms into one. The new CRM system, which includes interfaces in several languages, was deployed in about seven weeks.

Denise Wood, chief information security officer at Memphis-based FedEx and a longtime colleague, says Payne is "the best I've ever seen" at setting goals and collaborating across time and distance. "At heart she's very much a people person," adds Wood. ◆

— JOHANNA AMBROSIO

PREMIER 100 IT LEADERS 2013

Tarun Pandey

Vice president, IT, Aditya Birla Financial Services Group, Mumbai, Maharashtra, India

Most important characteristic in an IT hire: A willingness to learn, unlearn and relearn.

Boldest IT prediction: As IT becomes all-pervasive, consumer privacy will cease to exist.

How do you evaluate emerging technologies? Emerging technologies should be rated favorably on at least two of the following criteria: total cost of ownership and operations; sustainability and evolutionary road map; future fit with business needs.

John A. Prusnick

Director, IT innovation and strategy, Hyatt Hotels, Chicago

New titles in your IT organization: Director of IT innovation and strategy, and manager of IT business process and innovation.

How have you incorporated social media into your own work? I have embraced Twitter and LinkedIn groups where I can freely share my thoughts and experiences with others and learn from colleagues. Internally, I introduced a blog and collaboration tool, HyVE, to help facilitate idea-sharing and "pooling."

Juan R. Perez

Vice president, UPS Information Services, UPS, Alpharetta, Ga.

How have you incorporated social media into your own work? Regularly (almost daily) I read periodicals, articles, blogs and communications on technology. But now I augment my understanding with feedback from social media.

Boldest IT prediction: The accuracy in predictive analytics will reach new heights as a result of better tools, mining of big data, and convergence of corporate data with data from social media. The results will provide insight on how we can improve our business models.

Paul R. Quinn

Strategic execution officer and CIO, Duke Realty, Indianapolis

Skills you'll hire for this year: Mobile platform development, training internally.

A task you've delegated this year: I'm the executive responsible for business continuity. I've delegated the majority of this responsibility to the PMO manager as a development opportunity.

Your relationship with a key business leader: I report directly to the CEO. We have worked together for 11 years. We meet once a month for 30 minutes. It doesn't get better than that.

CookChildren's

Cook Children's Health Care System congratulates Senior Vice President and Chief Information Officer Theresa Meadows, for the outstanding achievements that earned her status as one of Computerworld's 2013 Premier 100 IT Leaders. We're proud to have her as a part of our team.

Way to go Theresa!

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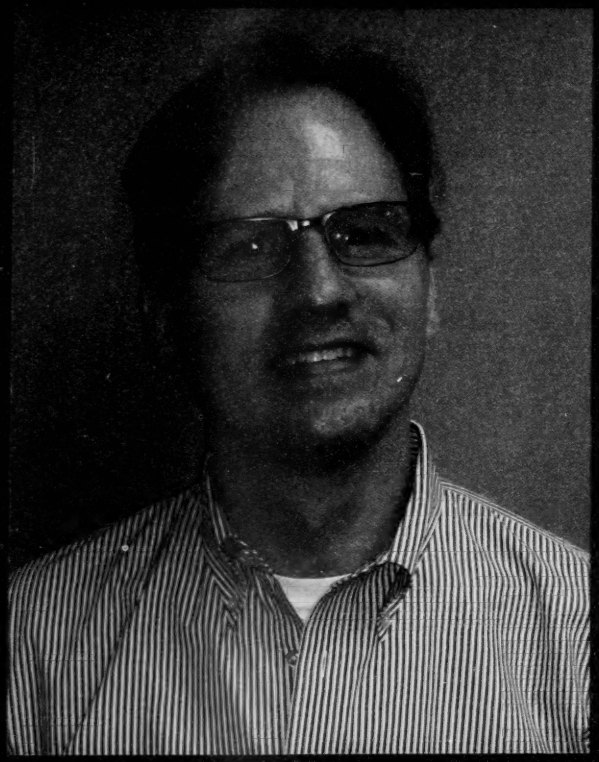

MARK REILLEY

Digging into statistical data is key at a high-profile nonprofit

★ **MARK REILLEY, IT director at Washington-based Elizabeth Glaser Pediatric AIDS Foundation, takes issue with the notion that the nonprofit world is any less competitive than the private sector.**

"It's pretty tough to get dollars" in this economy, the 47-year-old Reilley says. "Donors want as much data as possible to prove we're successful at what we do."

That was the major driver behind two systems implemented in 2007 that Reilley says have "transformed" how the foundation gathers, analyzes and uses data.

With a Web-based data warehouse, foundation staffers can monitor how many people are being tested and treated. They can also pull statistics about subcontractors and any outside organizations with which they work. The systems flag any data that has changed significantly from the last time it was entered, so staffers can dig deeper to find out, say, if a particular site was closed or if there was a natural disaster that prevented patients from seeking treatment.

Another focus has been on collaboration tools that allow far-flung staffers to communicate with their 1,100 colleagues around the world. Crossroads, a knowledge management system that the foundation started using in July 2012, allows people to share best practices, and find and contact experts in specific fields.

Kevin Burr, a senior network engineer and an 11-year colleague of Reilley's, says one of Reilley's greatest strengths is that "he doesn't talk IT like a tech person – he understands that sometimes when business people come to us, they want us just to listen." ◆

JOHANNA AMBROSIO

PREMIER 100 IT LEADERS 2013

Stephanie L. Reel

Senior vice president and CIO, Johns Hopkins Health System, Baltimore

A career highlight: We are in the Smithsonian. The JHH Electronic Patient Record, developed by our team in 1995, was selected to become part of the Smithsonian Institution's Permanent Research Collection of IT Innovation, housed at the National Museum of American History.

Coolest current project: The transformation of healthcare will require that we create permeable membranes that allow big data to be aggregated, shared, analyzed and used in evidence-based medicine.

Brian S. Rice

Senior vice president and CIO, Kellogg, Battle Creek, Mich.

Most important characteristic in an IT hire: We need business-savvy technologists who understand our industry needs and who can leverage external insights to envision what's next and what's needed.

Your relationship with a key business leader: Our chief marketing officer and I have developed a very strong partnership, leveraging digital technologies to develop deeper, one-to-one relationships with the people who buy our products.

★

Rebecca R. Rhoads

Vice president and CIO, Raytheon, Waltham, Mass.

How have you incorporated social media into your own work? I created a global IT community for news and information on our internal RSpace social network and encourage dialogue among my IT colleagues.

How are you turning your IT department into a services organization? We have created an enterprise IT services organization with a mission to optimize operations for efficiency, embrace the consumerization of IT and leverage the cloud.

Jason Rieger

Chief technology officer, FireHost, Richardson, Texas

A recent example of your leadership style: I conduct weekly one-on-one meetings with my direct reports, and as a rule I give them the first 15 minutes to discuss anything that's on their mind. I listen and relate. I have absolutely no agenda during that time. I use the last 15 minutes to give mostly constructive feedback that allows us to end on a great note.

A recent innovative staff idea: Compartmentalization, deploying smaller computing and storage equipment, and scaling out to achieve higher performance and lower risk.

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NTT DATA

Global IT Innovator

KATHLEEN SCHEIRMAN

Inspiring a shared vision helps a standardization project gain support

★ **BEHIND THE SCENES at Kaiser Permanente in Oakland, Calif., Kathleen Scheirman, senior vice president of corporate services business information, believes technology can provide competitive advantage by standardizing processes, keeping costs down and ultimately improving patient care.**

She put that belief to the test as she helped lead the health insurer and medical care provider through a nationwide deployment of a new ERP system – Oracle's PeopleSoft Financials and Supply Chain Management suite, which replaced a variety of accounting and supply chain management tools.

It wasn't easy changing the mindset of Kaiser's 175,000 employees or the various stakeholders in corporate and regional finance, the business units, the hospitals and the supply chain. "There was a lot of autonomy at the time," and many technologies were in use, she recalls. The biggest challenge was explaining the benefits of the new system.

"She was able to quickly foster a spirit of collaboration among her business partners and inspired a shared vision that allowed them to see the benefits of standardization that members and patients would realize," says Manish Vipani, vice president for IT shared services.

The system is now deployed across eight operating regions and serves as the single platform for all drug purchases. It processes millions of transactions each month and has significantly improved the time it takes to close financial books. ◆

– STACY COLLETT

PREMIER 100 IT LEADERS 2013

Imran Sayeed

Senior vice president and chief technology officer, NTT Data, Boston

A recent example of your leadership style: We were about to lose a client when I stepped up, assured the CEO that I would take personal responsibility for turning around the account and then motivated the account team to completely transform the account within six months, resulting in a seven-year renewal.

How are you turning your IT department into a services organization? We're creating a set of cloud-based shared services that different divisions can subscribe to.

David Schmoock

President, global end-user computing sales, Dell, Round Rock, Texas (former president of Lenovo North America and a senior vice president of Lenovo Group)

How have you incorporated social media into your own work? By enabling my team to schedule roundtables, volunteer for projects, share thoughts, do quick coaching, run our community outreach and recognize other people who utilize the benefits of social media.

Career highlights: Leadership roles in the U.S., Asia and Europe in IT and business.

★

Greg Schaffer

Executive vice president and chief information security officer, FIS, Jacksonville, Fla.

New titles in your IT organization: Two deputy chief information security officers and two deputy chief risk officers. These positions will ensure we have management breadth and depth to meet today's information security challenges.

How are you turning your IT department into a services organization? My security team supports the business, providing input, guidance and oversight to ensure they can be that first line of defense.

Edward Schwartz

Vice president and chief security officer, RSA, the security division of EMC, Reston, Va.

Skills you'll hire for this year: Data analytics and data science for big data for security management.

Boldest IT prediction: Although probably unthinkable today, most cybersecurity will move to the cloud. Just as most organizations are moving IT to the cloud because it's not their core competency and because they want to capture the potential business benefits, security will go the same way for the very same reasons.

MONIQUE SHIVANANDAN

Cultivating fresh ideas at a rapid-fire innovation lab

MONIQUE SHIVANANDAN keeps Capital One on the leading edge. As senior vice president and chief technology officer, she leads the company's innovation lab, which she launched in 2010. The lab, made up of 20 developers and product managers in San Francisco and Washington, brings together all sides of the business, as well as partners in the start-up and university realms, to bring new ideas to market fast.

Shivanandan has a background in telecommunications, and that experience taught her that innovation requires partnering with people who can develop ideas quickly. "The first thing was making sure we were part of that ecosystem" through partnerships, she says. "Then we needed a place to bring capabilities and experiments together to show our business leaders the power of technology." Today, three to four lab ideas at a time simmer for 60 to 90 days and then are implemented, shelved for a later date or scrapped. There are no real failures: "Finding out that a product, service, capability or technology is not something you want to go into is brilliant," she says.

Skip Potter, vice president of technology innovation at Capital One's lab in San Francisco, says Shivanandan is "all about speed."

"She's really able to work out people's strengths very quickly – what they're good at and their motivations," he explains. "She can go from an in-the-weeds, detail-oriented leader to an out-of-the box, think-differently leader." ◆

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CIO, Energy Plus, Philadelphia

How have you incorporated social media into your own work? We have started using Google Hangouts to conduct meetings, which has worked very well, especially for employees in other offices or employees working remotely.

Most important characteristic in an IT hire: It is important that people like working with other people. An IT job is no longer for people who keep to themselves and don't socialize. It's essential for IT to be entrenched in the organization so their expertise can be leveraged.

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CIO, BMC Software, Houston

Your relationship with a key business leader: I meet with the leader of our fastest-growing business unit on a quarterly basis and more frequently if needed. If I am getting conflicting signals about his investment priorities from various members of his management team, I can always turn to him as a referee.

A career highlight: I had P&L responsibility early in my career leading a small business unit within an aerospace systems integration company. That business education has benefited me ever since.

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How are you turning your IT department into a services organization? Organizing teams and projects around our most critical services to ensure they receive the resources they deserve.

Tami Shoham

Head of information systems and technology for Europe and Israel, Applied Materials, Rehovot, Israel

New titles in your IT organization: Regional and country business partners to support the complex global organization. Local managers in each country who are responsible for the relationship with the business as well as the IT manager for local teams.

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HENRY J. SIENKIEWICZ

A massive agency relocation prompts an opportunity to redesign support

★ **DELIVERING A COMPETITIVE ADVANTAGE is a matter of national security for Henry J. Sienkiewicz, vice chief information assurance executive at the Defense Information Systems Agency (DISA).**

The scope and complexity of the task are significant: DISA has more than 7,000 civilian and active-duty employees and hosts approximately 1,000 applications. Sienkiewicz, 49, who took his current post last May after two years as DISA CIO, focuses on cyberstrategy, security, policy and workforce development. He also makes the final determination as to whether systems are cyber-ready. Layered onto that, he says, is his agency's duty to be a good steward of the public's money.

One of the most significant projects that Sienkiewicz has led during his time at DISA is the agency's move from the Washington area to its new facility at Fort Meade, Md. He described it as "the orchestrated delivery of a $90 million IT infrastructure." It was also an opportunity to redesign how DISA supports its internal infrastructure.

"Mr. Sienkiewicz's strengths include his sense of work ethic and mission focus, and his ability to rapidly analyze complex problems and create actionable plans," says Mark Orndorff, DISA's chief information assurance executive.

Sienkiewicz says his plans for the future include developing a "more highly trained cyberworkforce at all skills levels, and for all functional areas." ◆

– MARY K. PRATT

PREMIER 100 IT LEADERS 2013

Pradip Sitaram

Senior vice president and CIO, Enterprise Community Partners, Columbia, Md.

Coolest current project: Our IT modernization initiative. We are streamlining operations and gaining efficiencies by re-architecting and rebuilding business and mission applications that support every facet of our organization on one common platform: Salesforce.com. These include our website and intranet, our investor/partner portals, CRM, grants and contracts management, donor and fundraising management, public discussion forums and more.

Thomas W. Smith

Retired (former executive vice president, Health Information Technology, NorthShore University HealthSystem), Evanston, Ill.

Quick ROI project: By using the data in our data warehouse, we were able to uncover several undiagnosed hypertension patients and begin treating them earlier in their disease development – often at a much lower cost and certainly at a point where we could reduce greatly the debilitation for the patient that often results from untreated high blood pressure.

★

Mark S. Smith

Vice president and CIO, American Water Works, Voorhees, N.J.

Most important characteristic in an IT hire: Customer service orientation and relationship-building skills.

Quick ROI project: Our company's business-driven, IT-enabled Smart Earth Technology project will yield up to $6 million in savings per year for the next three years.

A recent innovative staff idea: My staff came up with the idea of SplashTV for IT, which involves putting a few flat-screen TVs in heavily trafficked areas and using them to display messages about IT.

Steven G. Snyder

CIO, chief technology officer, Massachusetts Convention Center Authority, Boston

How are you turning your IT department into a services organization? By mobilizing our workforce, we are getting our staff out of their cubes and into the offices of the people they support. We are putting a face on IT and adding a level of personal service.

How are you building an IT department for the future? By empowering junior IT staffers to take on leadership roles in the scoping of projects, including ROI analysis.

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DENISE L. STEPHENS

Blazing a trail to the cloud by engaging with stakeholders

★ **AT THE IDAHO NATIONAL LABORATORY, competitive advantage means providing technology that can enhance the quality of research and garner an edge in the global energy race.**

To that end, CIO Denise Stephens led the first full implementation of Google Apps for Government in the Department of Energy — a move that profoundly changed the way researchers and partners communicate and opened the gates for cloud-based systems in the federal government. While other agencies were using different systems for different types of information, "we implemented Google Apps for Government as our sole messaging solution," Stephens says.

"She really works as an enabler," says Hortense Nelson, director of information management transformation. "She made sure that issues with the State Department, Department of Energy, indemnification — all those types of things — were led forward correctly and resolved." Stephens worked with other agencies and stakeholders to gain the momentum and support for the Google Apps project. "Without that, the project could not have happened," says Nelson.

The biggest challenge, Stephens says, is the cultural change required for new technology. "We've retained [the change management team] as one of the functions within our organization" as the Idaho Falls-based lab looks at more cloud solutions and their potential impact throughout the organization, she says. ◆

— STACY COLLETT

PREMIER 100 IT LEADERS 2013

Kim S. Stevenson

Vice president and CIO, Intel, Santa Clara, Calif.

Skills you'll hire for this year: Hiring will focus primarily where the immediate need is strongest, such as big data, business analytics, privacy, security and social media. We'll also train for these skills where we can because understanding the company's organizational processes is a key skill we also need.

How are you turning your IT department into a services organization? Our transformation includes tools, capabilities, processes and a road map for implementing service management.

Darren Tedesco

Managing principal, innovation and strategy, Commonwealth Financial Network, Waltham, Mass.

How have you incorporated social media into your own work? Continuing to leverage LinkedIn to connect with various clients and connections. Started a blog to encourage interaction with clients on strategic topics. Tweeting in regular intervals.

A task you've delegated this year: Running our technology operations is now handled by our new CIO. This allows me to focus on connecting with our clients.

★

Michael J. Sylvester II

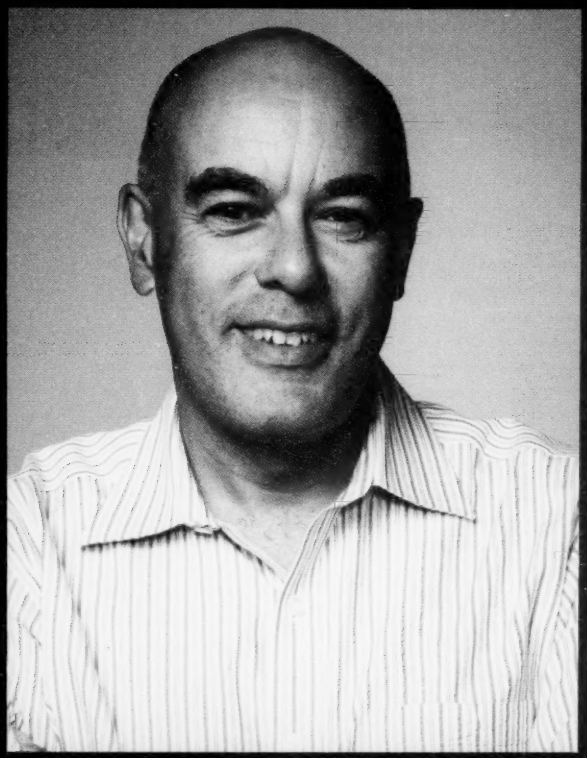
Assistant director and department CIO, Los Angeles County Department of Public Social Services, City of Industry, Calif.

Boldest IT prediction: That the BYOD movement will result in county-issued portable devices (i.e., tablets) being supplanted as the primary method for remotely accessing resources for all management personnel. This could help change the cost structure for portable equipment, thus reducing county budgets and establishing the tablet as a true business necessity that could be potentially self-funded going forward.

William T. Thirsk

Vice president of IT and CIO, Marist College, Poughkeepsie, N.Y.

How are you turning your IT department into a services organization? The IT department utilizes the Baldrige Criteria for Performance Excellence in higher education. This methodology provides the framework for continuous improvement as a customer service organization in a rapidly evolving technology-based environment. Since adoption, the division has received very high (above 90%) satisfaction results and has won two national awards for the improvements achieved.



LINCOLN WALLEN

The move to digital movie distribution improves both efficiency and quality

MOVIE STUDIO DREAMWORKS ANIMATION is in the business of fantasy. And CTO Lincoln Wallen is responsible for making sure that the team has the tools needed to turn fantasy into reality.

Wallen, 52, joined DreamWorks in 2008 after five years at video game developers Criterion and Electronic Arts. At DreamWorks, he has overseen the move to digital distribution not only to consumers, but also within the Glendale, Calif., studio itself, which produces films at multiple sites. The company has become a model of efficiency, thanks to Wallen's ability to reach across the aisle to the production team.

"When you're driving for efficiency, it has these downstream implications that make people nervous," says Wallen. "Building those partnerships with the production side of the business is the payoff of technological change."

Kate Swanborg, head of enterprise marketing, wasn't surprised when her former peer became CTO in October. "He has such fantastic aspirational goals to take us the next step, to really highlight and leverage the technological [intellectual property] here at DreamWorks to new businesses," she says.

That strategy will be key to the studio's future. Processes that it has developed to manage vast amounts of data — a single movie, such as the recent *Rise of the Guardians*, can consist of half a billion digital files — could benefit other areas of the business.

"We don't think of it as an improvement in efficiency," says Wallen. "Let's talk about it as an improvement in capability: Half of that goes on the bottom line, half of it goes on the screen." ◆

— KEN GAGNÉ, A FORMER *COMPUTERWORLD* ONLINE EDITOR

Richard Thomas

CIO, Quintiles, Durham, N.C.

New titles in your IT organization: Head of R&D, a critical role tasked with identifying and bringing forward new and emerging technologies that will help advance our strategy while making a contribution to development of the healthcare and biopharma industry.

Most important characteristic in an IT hire: Thinking outside the box.

A task you've delegated this year: Focusing on growing our Asia business — establishing a new CIO role for the region and appointing an IT executive to the role.

Dee K. Waddell

Group CIO, Amtrak, Washington, D.C.

How are you turning your IT department into a services organization? By taking a long-term, strategic and business-focused approach to both the organization and our technologies.

What's your involvement in developing new products or services for your organization? My team and I partner with our business units to provide thought leadership and influence business strategies and products. In addition, we have applied for several technology-related patents.

B Venkatakrishnan

Head of IT, Mahindra Vehicle Manufacturers, Pune, Maharashtra, India

Skills you'll hire for this year: SAP functional and virtual infrastructure management. It would be a mixed match of in-house-trained and fresh personnel.

A task you've delegated this year: Budget management, which has been delegated to a senior manager in the team.

How are you turning your IT department into a services organization? SLA-based services, measuring and monitoring the services around the clock and maintaining transparency.

Jon Walton

CIO, County of San Mateo, Calif. (former CIO for the city and county of San Francisco)

New titles in your IT organization: Chief innovation officer.

Skills you'll hire for this year: Virtualization, mobile application development and security.

A recent great deal from a vendor: An enterprise licensing agreement with VMware to streamline the procurement process and cut per-unit costs.

Your relationship with a key business leader: Joint vision development of libraries and new community digital learning centers with chief librarian.

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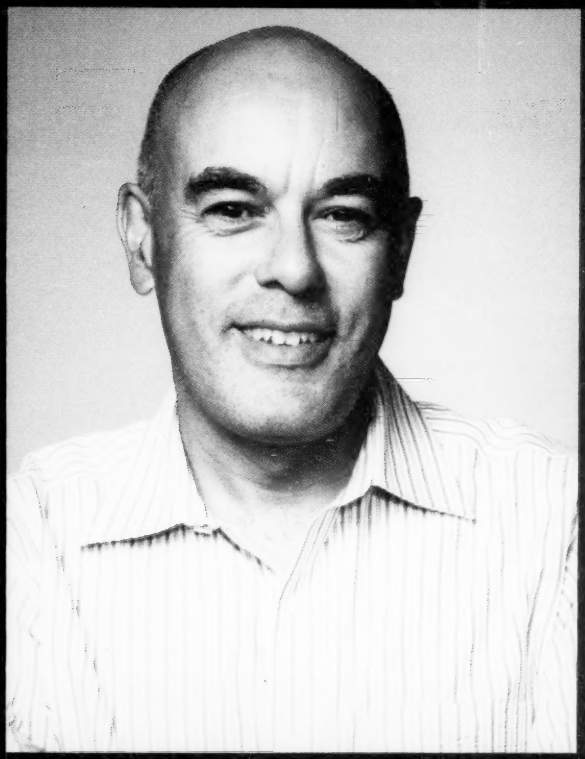

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New titles in your IT organization: Head of R&D, a critical role tasked with identifying and bringing forward new and emerging technologies that will help advance our strategy while making a contribution to development of the healthcare and biopharma industry.
Most important characteristic in an IT hire: Thinking outside the box.
A task you've delegated this year: Focusing on growing our Asia business — establishing a new CIO role for the region and appointing an IT executive to the role.

Dee K. Waddell

Group CIO, Amtrak, Washington, D.C.

How are you turning your IT department into a services organization? By taking a long-term, strategic and business-focused approach to both the organization and our technologies.
What's your involvement in developing new products or services for your organization? My team and I partner with our business units to provide thought leadership and influence business strategies and products. In addition, we have applied for several technology-related patents.

B Venkatakrishnan

Head of IT, Mahindra Vehicle Manufacturers, Pune, Maharashtra, India

Skills you'll hire for this year: SAP functional and virtual infrastructure management. It would be a mixed match of in-house-trained and fresh personnel.
A task you've delegated this year: Budget management, which has been delegated to a senior manager in the team.
How are you turning your IT department into a services organization? SLA-based services, measuring and monitoring the services around the clock and maintaining transparency.

Jon Walton

CIO, County of San Mateo, Calif. (former CIO for the city and county of San Francisco)

New titles in your IT organization: Chief innovation officer.
Skills you'll hire for this year: Virtualization, mobile application development and security.
A recent great deal from a vendor: An enterprise licensing agreement with VMware to streamline the procurement process and cut per-unit costs.
Your relationship with a key business leader: Joint vision development of libraries and new community digital learning centers with chief librarian.

NANCY WOLK

Smart manufacturing tops Alcoa CIO's list of innovation initiatives

★ **AS CIO OF A VERY LARGE COMPANY — Alcoa employs 61,000 people in 200-plus locations in 31 countries — Nancy Wolk sees her primary role as advancing technology to drive what she describes as "profitability through innovation."**

At what's also a very old company — the world's leading producer of primary and fabricated aluminum, Alcoa was founded in 1888 — modernization is always a priority. After a 10-year effort to standardize and consolidate IT, Wolk and her team are now advancing a five-year program to plan future IT investments, with a focus on mobile technologies, security, cloud computing and data analytics.

Of particular significance is Pittsburgh-based Alcoa's commitment to smart manufacturing. The goal is to leverage technology and data to achieve process efficiencies and improve decision-making. Other initiatives, like a supply-chain transparency project that uses bar codes, scanners and other mobile technologies, aim to empower employees to make quicker, more accurate decisions. "Low-cost sensors, video interfaces, tablets — they open up all kinds of possibilities," Wolk says.

Wolk's boss, Mark Davies, executive vice president and president of global business services, cites her history of establishing links between process measurement and IT data systems. "Now, as CIO, she is able to propagate that to the rest of the company," and that's a key to keeping Alcoa competitive, say Davies.

Such improvements go to the heart of Alcoa's fundamental processes. "At its core, Alcoa is a manufacturing organization," she says. "We win or lose against our competition within our manufacturing processes." ◆

— TRACY MAYOR

PREMIER 100 IT LEADERS 2013

Rudiger Wolf

Vice president and CIO, Puget Sound Energy, Bellevue, Wash.

How are you turning your IT department into a services organization? We are approaching this topic from two opposing perspectives. On the one hand, we don't have explicit service levels, so we are defining those levels for easy-to-measure services. On the other hand, there are interactions with our colleagues throughout PSE that don't lend themselves to being measured. Training, more emphasis on good customer service — all are being used to improve the soft side of our interactions.

Walter Yosafat

Senior vice president and CIO, Wyndham Worldwide, Parsippany, N.J.

Most important characteristic in an IT hire: Someone who can execute. I believe execution is a combination of two related skills: results orientation and doing what it takes to get the ball over the goal line. There are lots of great people with great thoughts, experience and knowledge. Those characteristics are important, but the ability to successfully execute is critical.

A task you've delegated this year: I delegated the daily operations responsibility to my direct reports.

★

Mark Wright

CIO, Inmar, Winston-Salem, N.C.

New titles in your IT organization: Vice president of shared services, director of portfolio management and vice president of architecture. This reflects our focus on and commitment to enterprise platforms, agile software development and effective service-oriented architectures.

Coolest current project: The digital offer manager enables consumer packaged goods manufacturers to submit paperless offers without having to engage a multitude of technologies and participants to get them started.

Tony Young

Senior vice president and CIO, Informatica, Redwood City, Calif.

Most important characteristic in an IT hire: When we interview potential IT employees, we talk extensively about our IT culture. We are looking for EQ (emotional intelligence) and not just IQ.

A career highlight: Currently, I'm based in Beijing, where I'm also responsible for driving the North Asia strategy to accelerate our revenue growth in the region. This isn't your typical CIO responsibility, but I think it highlights the evolution of the CIO from IT leader to business leader.

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Source: *Harvey Ad Measurement Study, Computerworld May 10, 2010

Interested candidates send resume to: Google Inc., PO Box 26184 San Francisco, CA 94126 attn: Lisa Harrington. Please reference job # below:
Software Engineer Positions (San Francisco, CA) Design, develop, modify, and/or test software needed for various Google projects. Exp incl:
#1615.5699 C &/or C++; Python; MapReduce &/or Hadoop; stats; distrib file syst; debug tools; web technologies; parallel & distrib computing; stats; & big data analysis. Trvl req'd
#1615.1029 C++; Java; Jscript; HTML & CSS; Python; consult & tech proj mgmnt; backend syst, middleware, & client-side eng'g; UI design; handling sensitive user data & protecting user privacy; & digital content delivery syst.

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Research in Motion Corporation (US), Redwood City, CA, positions are available:
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WA7044 - Software Test Specialist

Submit resume to Research in Motion Corporation (US), to P.O. Box 141394, Irving, TX, 75014-1394 U.S.A., referencing appropriate job title and requisition number.

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Please send resume to jbbrown@erahelicopters.com. Must put job code 324 on cover letter/resume.

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Software Engineer Position (Kirkland, WA): Design, develop, modify, and/or test sw needed for various Google projects. Exp. Incl.:

#1615.1120 data mining; mach learn; stats; large-scale data analysis; parallel & distrib computing; algorithm design; data struct; oo design & complexity analysis; C, C++, Java, or Python; & MapReduce, SQL, & Matlab.

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SW Eng Position (Pittsburgh, PA): Design, develop, modify, and/or test sw needed for various Google projects. Exp. include:
#1615.1243 Software design & dvlpmnt; C, C++, Java, or Python; design & dvlpmnt of large syst sw; mach learn, AI, or natural lang process; & data struct, algorithms, & complexity analysis.

Senior Manager Application Development (New York, NY). Mail resume to Karyn Detje, Tory Burch, LLC, 11 West 19th St., 7th Fl, New York, NY, 10011

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Site Reliability Engineer (NY, NY) **#1615.5339** Provide technical support necessary to ensure full availability of Google online services. Exp incl: Unix or Linux syst; Python, C, C++, Java, Perl, Shell, or PHP; technical troubleshoot & perf tuning; coordinate small cross-team technical proj; oper syst, specifically Unix internals, device drivers, or FreeBSD; web svc components, specifically load balancing or LAMP stack; & distrib file syst & large-scale databases.
SW Eng Position (NY, NY): **#1615.1307** Design, develop, modify, and/or test sw needed for various Google projects. Exp. incl: Java, Jscript & Python; oo asynchronous, concurrent & functional program; web dvlpmnt; UI technologies; data struct; algorithms & data modeling on relational & non-relational storage systems; & auction syst, financial exchanges or equiv real-time mrkts. Trvl req'd.

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Interested candidates send resume to: Google Inc., PO Box 26184 San Francisco, CA 94126 attn: Lisa Harrington. Please reference job # below:
Software Engineer in Test (Mountain View, CA) **#1615.1802** Design, develop, modify, and/or test software needed for various Google projects. Exp incl: caching optimizations; content delivery; ntwrk protocols; creation of new test harnesses; implement new automation tools; & creation of automated test syst.
PSO Senior Technical Account Manager (Mountain View, CA) **#1615.1004** Create and implement technical account strategies and support expansion of Google partnerships. Exp incl: internet products & technologies, incl database technologies, ntwrk technologies, XML, HTML, Jscript, Unix, or Linux; prog lang, incl C, C++, Java, Python or Matlab; & perf of a customer-facing role.
SW Eng Positions (Mountain View, CA): Design, develop, modify, and/or test software needed for various Google projects. Exp. incl:
#1615.1682: SOC; kernels & low-level sw for embed devices; Linux kernel; communication protocols, incl USB, MIPI HSI, &/or I2C; C program; & processor arch & assembly, incl ARM & MIPS.
#1615.3710: Java; scripting language; and C++ &/or C#.
#1615.2439 C++ standards; debug standards; executable file formats; compiler optimization methods & techniques; SSA formation & analysis; debug miscompiled C++ programs; & Itanium C++ application binary interface.
#1615.1789 OS, ntwrkng,or distrib computing; dvlpmnt of large-scale, low-latency distrib syst; mach learn syst; & C or C++.
#1615.4955: full lifecycle Java sw dvlpmnt; dvlpmnt of distrib syst; large scale data analysis; & mach learn algorithms.
#1615.4254: C &/or C++; multithread; STL; & design, implement, & test multiclass components of sw or hw syst.
#1615.1553 Client side sw eng'g; frontend arch; perf analysis; & syst design.

Interested candidates send resume to: Google Inc., PO Box 26184 San Francisco, CA 94126 attn: Lisa Harrington. Please reference job # below:
Software Engineer in Test (Mountain View, CA) **#1615.5190**: sw dvlpmnt & test; Java dvlpmnt; syst design & prog design; & Android & iOS dvlpmnt & test.
#1615.2674: component test of sw solutions; cross-funct teams; & design & dvlpmnt of effective test solutions.
User Interface Designer (Mountain View, CA) **#1615.5075**: Define the user model and user interface for new and existing Google products and features. Exp incl: graphic design; branding; iconography; typographic layout; color; composition; interaction design web & mobile design prototype; asset production; QA; research; & sw design tools.
Test Engineer (Mountain View, CA) **#1615.5001**: Design, develop, modify, and/or test software needed for various Google projects. Exp incl: Java & Jscript; Python; Linux & Bash; Windows Batch; frontend UI & backend automation test; web appl perf test; & test frmwrk dvlpmnt.
SW Eng Positions (Mountain View, CA): Design, develop, modify, and/or test software needed for various Google projects. Exp. incl:
#1615.4457: sw analysis & design; comp & ntwrk syst; & HCI.
#1615.5733: C, C++, & Python; large-scale sw syst in a distrib environ; UNIX &/or Linux; ntwrk program & multi-thread; MySQL database program; info retrieval & data mining; mach learn & stats analysis; & algorithms & data struct.
#1615.3573: C &/or C++; STL; multithread; SQL; hashing; dynamic program; mach learn for info extraction; parallel & distrib computing; large-scale distrib syst; distrib file syst; distrib database syst; design fault tolerance & recovery methods for distrib syst; & implement syst in oo lang, related protocols & specs.
#1615.976: C &/or C++; multithread & oo program on Linux &/or Unix syst; complete prod lifecycle from requirements to user adoption, incl gathering requirements, translating to funct specs, & create designs; ntwrkng protocols; design algorithms in oper syst &d/or pipeline syst; program in distrib &/or parallel environ; & open source projects.
#1615.3722: C & C++; Java; Jscript; HTML; Python or Perl; Android; iOS; & mach learn
#1615.2089: C, C++, & Java; data struct; algorithms; MVC appl design; Python; Android; & Jscript.
#1615.5296; design & dvlpmnt of ntwrk &/or switch mgmnt components; L2 & L3 switch & standard ntwrk protocols; dvlpmnt of device & ntwrk mgmnt syst; embed systC, C++, or Python; & ntwrk syst.
#1615.5455; C++, Java, or Jscript; Unix; QA & testing; oo design; data struct & storage technologies; data analysis; algorithm dvlpmnt & implement; multithread program; & distrib &/or multi-tiered syst design & implement.
#1615.3800; C++; Python; Linux & Unix; large scale data analysis; large scale data process; sw arch; & srvr side program
#1615.4927; mobile sw dvlpmnt; iOS dvlpmnt; Objective-C; iOS SDK for dvlprs; & jscript
#1615.4533; web based arch & web srvcs; Python; Java; Jscript, HTML & CSS; user exp design; & prod dvlpmnt lifecycle.
#1615.4162; Java, Jscript, & HTML; Linux oper syst; Servlets, JSP, J2EE, & EJB; n-Tier, Client Srvr & oo design; & algorithm dvlpmnt & implement

Senior Software Engineer:

Full lifecycle application development. Project planning & project management to include supervising other engineers. Perform software modeling & simulation. GUI design. OOA & OOD. Languages: C# ASP, NET, C++, Silverlight. Create technical specifications & test plans. Supervise design & coding of each component of applications. Write operational documentation with technical authors. Supervise maintenance of system.
Evaluate & identify new technologies. Bachelors Degree in Computer Science req'd with 5 years experience. 40hrs/wk. Job site & intvu: Marina Del Rey, CA. Send resume to Liquidate Direct LLC dba Solid Commerce. Attn: A. Berkovich at alon.b@solid-commerce.com

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Systems Analyst: Analysis, design, develops, maintain, install, test computer software programs. Test, debug software application. Skills required: Java, J2EE, OOAD, UML, GOF Design Patterns, C#, ASP.NET, VB.NET, ASP, T-SQL, SQL, ORACLE, MYSQL, SAP ABAP, SAP BI, UNIX & WINDOWS PLATFORMS, WEB SERVICES Req. Matrix One PLM, AEF and eMatrix Software, ETL Batch Process running in Mainframe, Bachelor's or equiv. and 2 yrs. of exp. Travelling required, Send resume to SSINFOTEK INC., 9560 Research Drive, Irvine, CA 92618.

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Developer Programs Engineer (NY, NY) **#1615.5950**: Work to increase market acceptance of Google developer products. Exp incl: sw eng'g, program, consulting, or dvlpr support; Python; XML; Java; Jscript; contribution to open source proj; & SOAP or REST web svcs.
Site Reliability Engineer - Systems Engineer (NY, NY) **#1615.676**: Provide technical support necessary to ensure full availability of Google online services. Exp incl: Python; debug & program; TCP/IP ntwrkng; Unix internals & administration; & perf monitoring.
Software Engineer (NY, NY) **#1615.689**: Design, develop, modify, and/or test software needed for variousGoogle projects. Exp incl: C# and .NET; data struct & algorithms; sw test tools & frmwrks; Windows Presentation Foundation; Microsoft Visual Studio or Eclipse; GUI technologies; & Perforce revision control syst.

PREMIER 100
IT LEADERS 2013

HOW WE CHOSE THIS YEAR'S HONOREES

EACH YEAR, *Computerworld* accepts nominations from across the industry — from vendors, IT users, public relations and marketing professionals, *Computerworld* readers and past Premier 100 honorees. Eligible nominees include CIOs, chief technology officers, senior vice presidents, vice presidents, IT directors and managers from a cross-section of user and vendor companies and their IT divisions, including but not limited to professionals in network management, database management, Web management, help desk operations, application development, project management, contract management or procurement.

Nominations for the 2013 list were collected from February through August 2012, and totalled more than 1,000. Our editors then invited the nominees to complete a comprehensive management/leadership questionnaire online during June and July. The candidates were asked about a range of topics, including their backgrounds, work experiences, special accomplishments, leadership styles, technology priorities and strategies, and other details about the IT environments they have fostered at their organizations. We received more than 200 complete, qualified questionnaires.

Nominated individuals were asked to provide three references each: one from a direct manager, one from a direct report and one from a professional acquaintance. *Computerworld*'s editors contacted the references for each finalist, and the references' responses were incorporated into the evaluations of the nominees.

14TH ANNUAL AWARDS

Using *Computerworld*'s IT Leader Index, which measures how closely an individual matches our definition of an IT leader, a panel of *Computerworld* editors and outside judges evaluated the completed questionnaires. Judges reviewed only those nominees who work in industries other than their own.

We define an IT leader as someone who guides the effective use of information technology to improve his organization's business performance. Our definition of an IT leader also includes the following characteristics:

- Promotes an IT vision that supports the company strategy.
- Identifies strategic opportunities provided by IT.
- Thinks beyond short-term tactical needs to long-term strategic goals.
- Understands business needs and profit/loss responsibilities beyond the IT department.
- Ties technology and innovation to specific business needs and goals.
- Uses technology to help his organization gain an advantage over its competitors.
- Takes calculated risks but has contingency plans in place.
- Learns from failure and uses such experiences to improve IT processes and products.
- Hires inquisitive people who like to explore and are innovative.
- Creates work environments that are positive and rewarding to employees both inside and outside of work.
- Encourages staffers to be innovative and generate ideas.
- Motivates with recognition and opportunities, not just money.
- Compares best practices with those of peer organizations.
- Leverages technology vendors as partners.
- Develops the leadership skills of employees in the IT organization.
- Is viewed as a leader by other executives and by the IT staff.

The honorees were listed in alphabetical order, with information that was provided in their questionnaires. ◆

— ELLEN FANNING AND MARI KEEFE

THE JUDGES

★ **Special thanks go to our nine judges,** many of them Premier 100 IT Leader alumni, who helped evaluate this year's candidates.

Duane L. Anderson, chief operating officer and CIO, Marquette Group/USMotivation (2012)

Bhupesh Arora, senior director, new technologies & IT effectiveness, Avery Dennison (2012)

Gerald D. Barton, vice president, global product development, LexisNexis (2012)

Eric J. Brown, executive vice president and CIO, NCI Building Systems (2012)

Frank Guglielmo, CEO, Federal Resources Supply (2002)

Peter High, president, Metis Strategy

Joshua R. Jewett, senior vice president of IT and CIO, Family Dollar (2012)

Jay D. Leader, senior vice president and CIO, iRobot (2011)

Dennis L. Strong, senior vice president and CIO, McCoy (2012)

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Dell SonicWALL 27
DTE Energy 14
dtSearch 59
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IBM Non-Intel 19
Information Builders . . 39
InterSystems 5
MCCA 47
Microsoft 35
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ServiceNow 41
Splunk 23
Teradata 29
Verizon 7
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OPINION

SCOT FINNIE

This Year's Premier 100 Are Entrepreneurial Leaders

> Our honorees use many tactics and strategies, but some of the most important involve analytics, business process, shrewd investment and management.

THE NOTION that "creativity arises out of the tension between spontaneity and limitations" (as expressed by existential psychologist Rollo May) is what comes to mind when I ponder the many accomplishments of this year's Premier 100 honorees. The limits thrust upon us define how we rise to a challenge.

The senior IT leaders who have excelled in recent years have accepted and mastered a whole new set of rules. It's no longer enough to select the right technology and manage it properly. The IT profession has undergone a sea change that has brought new success criteria. Today, IT has to generate revenue, develop unique services that are valued by customers and be deeply knowledgeable about business needs. Call it entrepreneurial IT.

Our cover story in this issue, "2013 Premier 100 IT Leaders: On the Fast Track" (page 16), by Julia King, offers several examples of what the best and the brightest are achieving these days. Read that piece if you haven't already.

This year's honorees have put many tactics and strategies into play. But some of the most important involve analytics, business process, shrewd investment and management.

A well-developed set of data analytics is the holy grail of IT — and it's a lot easier said than done. It can help if you realize that trying to reveal and calibrate a wide range of data points may be counterproductive, at least for now. Consider instead what would truly make a difference to your business and what data you can reliably represent. Then go for the win by coming up with an actionable plan. Doing it right can lead to revenue.

Naturally, if you're doing data analytics, you have to look at your business process as well. The two go hand in hand. The payoff could surprise you. You might expect that streamlining your business process will deliver only a soft return, but it often shows up on the bottom line over time.

There's pretty good news in another trend we're hearing about: technology investment. Of course, the risks and rewards need careful consideration. Some companies are doubling down on analytics implementations and the development of unique services. (See the cover story's account of initiatives under way at UPS.) Mobile products are another area of investment. For instance, King reports that the IT department of Hyatt Hotels produced an iOS app that allows guests to check in and receive their room keys when arriving at the airport.

IT departments endured a long period of personnel drain during the recession. The good news is that we seem to be coming out of it (fingers crossed). But talk about creativity! Some of the best work being done by our smartest IT leaders comes under the heading of management. To develop the differentiating products and services that many IT departments are expected to generate, you need talent — not just technical talent, but an understanding of customers, business models, the competitive landscape and how technology might be used in new ways. Most of all, you need ideas. The Premier 100 honorees are paying particular attention to recruitment.

Let me leave you with a plug for what is sometimes called motivational management. To inspire people to be creative, forgo tactics like quotas, progress reports and drudge work. Instead, promote teamwork, support ideas, facilitate brainstorming, praise innovation and challenge your team to achieve. ◆

Scot Finnie is *Computerworld*'s editor in chief. You can contact him at sfinnie@computerworld.com and follow him on Twitter (@ScotFinnie).

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